



Ethiopian eGovernment Strategic Implementation Plan 2020



Transmittal Letter

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Acronyms

AAICTDA	Addis Ababa ICT Development Agency
AAWSA	Addis Ababa Water and Sewerage Authority
API	Application Program Interface
BCP	Business Continuity Program
BPR	Business Process Re-engineering
CAPEX	Capital Expenditure
CIO	Chief Information Office/Officer
CRM	Customer Relationship Management
CSC	Common Service Center
CSI	Customer Satisfaction Index
DPPA	Disaster Prevention and Preparation Agency
DR	Disaster Recovery
EA	Enterprise Architecture
EATA	Ethiopian Agriculture Transformation Agency
EBA	Ethiopian Broadcasting Authority
EDRMS	Electronic Document and Record Management System
EGDI	E-Government Development Index
EGIF	E-Government Interoperability Framework
EIS	Executive Information System
EMI	Ethiopian Management Institute
EODB	Ease of Doing Business
EPM	Executive Performance Management
EPSE	Ethiopian Postal Service Enterprise
ERCA	Ethiopian Revenue and Customs Authority
FACC	Federal Anti Corruption Commission

FEMSEDA	Federal Micro and Small Enterprise Development Agency
FMHCACA	Food, Medicine and Healthcare Administration and Control Authority
FSC	Federal Supreme Court
FTA	Federal Transport Authority
G2B	Government to Business
G2C	Government to Citizen
G2G	Government to Government
GEQAEA	General Education Quality Assurance and Examination Agency
GIS	Geographical Information System
GRP	Government Resource Planning
GTI	Government Transformation Index
GTP	Growth Transformation Plan
HDI	Human Development Index
HRMS	Human Resource Management System
IaaS	infrastructure as a Service
ICT	Information and Computer Technology
IFMS	Integrated Financial Management System
IMF	International Monetary Fund
IOT	Internet Of Things
IPR	Intellectual Property Rights
ITU	International Telecommunication Union
KPI	Key Performance Indicator
MCIT	Ministry of Communications and Information Technology
MHRD	Ministry of Public Service and Human Resource Development

Acronyms

MCT	Ministry of Culture and Tourism
MDG	Millenium Development Goals
MFA	Ministry of Federal & Pastoralist Development Affairs/ Ministry of Foreign Affairs
MOA	Ministry of Agriculture & Natural Resource Development
MOE	Ministry of Education
MOH	Ministry of Health
MOI	Ministry of Industry
MOIW&E	Ministry of Water, Irrigation and Electricity
MOLSA	Ministry of Labour and Social Welfare Affairs
MOMP&G	Ministry of Mines, Petroleum & Natural Gas
MOST	Ministry of Science and Technology
MOT	Ministry of Transport / Ministry of Trade
MOH&UD	Ministry of Housing & Urban Development
MOC&W	Ministry of Children & Women
MUDHC	Ministry of Urban Development and Housing Corporation
MOYS	Ministry of Youth and Sport
NFC	Near Field Communication
NGO	Non Governmental Organizations
NID	National Identity
NRI	Network Readiness Index
ODM	Open Data Management
OOGCA	Office of Government Communication Affairs
OP-Ex	Operating Expenditure

PaaS	Platform as a Service
PKI	Public Key Infrastructure
PMO	Project/Program Management Office
PPM	Program and Performance Management
PPP	Public Private Partnership
R&D	Research and Development
ReGI	Return on e-Government Investment
RFID	Radio Frequency Identification
RFP	Request for Proposal
ROI	Return on Investment
SaaS	Software as a Service
SDI	Spatial Data Infrastructure
SDK	Software/Service Development Kit
SIP	Strategic Implementation Plan
SLA	Service Level Agreement
SMAC	Social Mobile Analytics Cloud
SMS	Short Messaging Service
SSO	Single Sign On
STI	Science, Technology and Innovation
UN	United Nations
UNDP	United Nations Development Program
US	United States
VC	Venture Capitalists
VE	Vital Events
VOC	Voice of Customer
WB	World Bank



Executive Summary

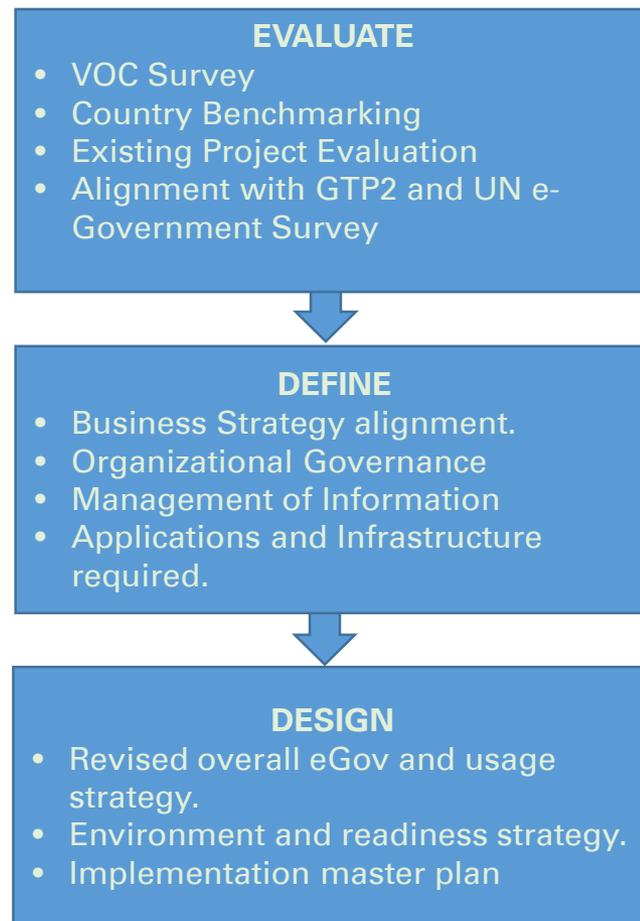


Executive Summary - The approach

As one of the fastest growing economies in its region, Ethiopia has displayed immense economic progress over the decade with bright prospects for the future. Efficient and effective governance is one of the key drivers for sustainable economical development and Information and Communication technologies are a valuable tool to meet the good governance goals. The Ministry of Communications and Information Technology (MCIT) has a vision to leverage ICT to enhance the governance mechanism in the country. A five year strategy was conceptualized and executed from 2011-2015. KPMG was contracted by MCIT to assist in the formulation of the national e-Government strategic plan (2015-20) by taking into consideration the progress of the previous 5 year plan and key focus areas. The strategy is expected to explore and propose possible paths toward organization, renovation, and development of resources, tools, and services, driven by principles of greater efficiency, effectiveness, and accessibility of government services to the general public.

Approach:

We employed the following methodology to design the strategy.



Executive Summary - The Vision 2020

“To **R** Realize the economic growth of Ethiopia and provide **A**ffordable & quality services to all Stakeholders thereby **D**elivering effective, efficient and transparent governance, through **I**nnovation in everything we do ,creating a **C**ulture of entrepreneurship, **A**ffecting the life of all Ethiopians and **L**everaging SMART government initiatives”

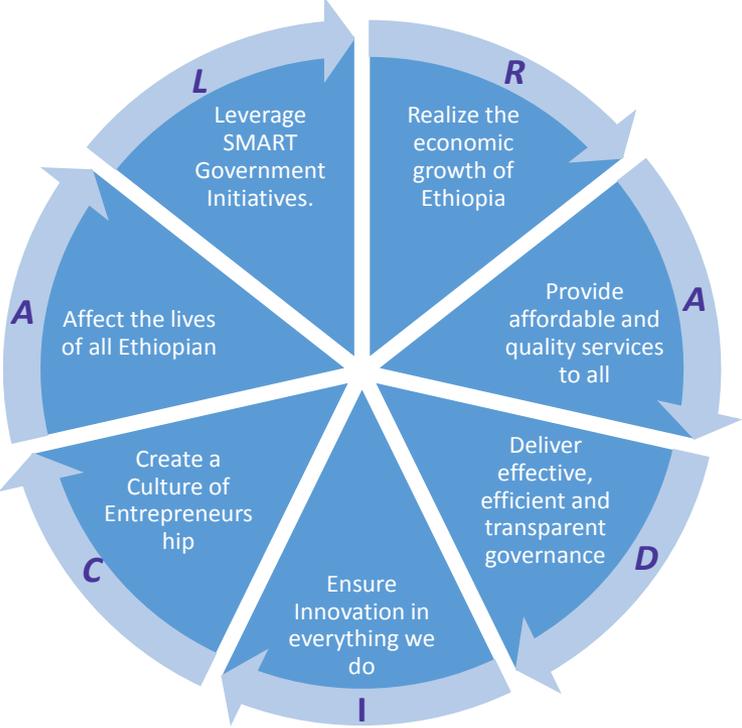
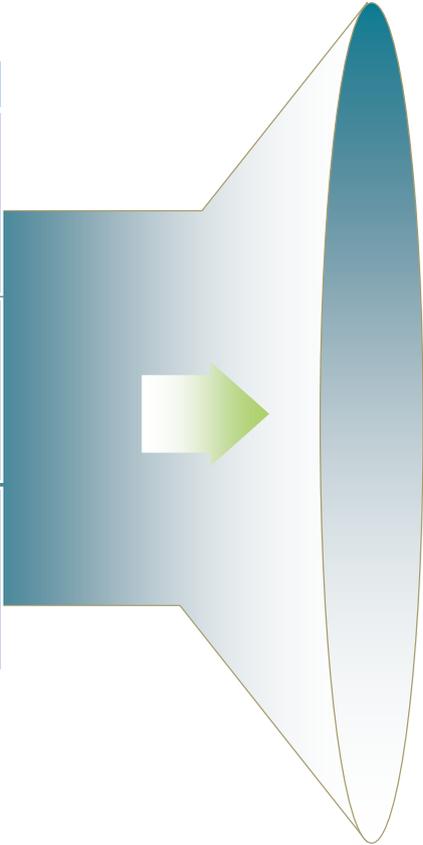
R	<u>Realize the economic growth</u> of Ethiopia through eGovernment
A	<u>ffordable & Quality Services</u> to All
D	<u>eliver effective, efficient and transparent Governance</u>
I	<u>nnovation in everything</u> we do
C	<u>reate a Culture of entrepreneurship</u>
A	<u>ffecting the life of all Ethiopians</u>
L	<u>everaging SMART Government initiatives</u>

Executive Summary - The alignment of the Vision

Alignment: The vision is aligned to the GTP 2 strategic pillars

Vision: The vision of the e-Government strategy for 2020 is as below

MCIT GTP 2 Strategic Pillars 2015-2020		
1 Upgrading the government electronic services	2 Creating public awareness about ICT knowledge.	3 Building research and innovation system in information communication sector
4 Ensuring ICT standards, system & security frameworks	5 Enhancing competency and quality of ICT industry	6 Common government infrastructure, services and applications (Government Cloud)
7 Facilitating the transparency and accessibility of government processes and data (open data)	8 Increase the contribution of information technology sector to the country GDP	9 Facilitating the creation of electronics exchange and services in the country
10 Ensuring the inclusion of women and youths in the ICT sector		



Envisaged 6 nationwide strategies, 39 nationwide programs, 40 ministry/agency level initiatives with 320 e-services.

Executive Summary - Components of the Vision

Enabling Environment

- ICT Environment and regulatory framework.
- Citizen Engagement
- Public Private Partnership.
- Government Collaboration

E-Readiness

- Next Gen Technologies.
- IT Strategic Planning and Enterprise Architecture.
- People capability management.
- Technology harmonization

Usage

- Infrastructure connectivity and availability.
- Increased user experience and satisfaction.
- Channel management strategies

Operating Model

- Strategy Management.
- IT Policy setting and monitoring of standards.
- Facilitating transformation of services.
- Strategy Incubation

3 Strategies and 9 Programs

- National Broadband Enhancement
- eLiteracy Campaign
- ICT Education Strategy
- Businesses ICT Adoption Strategy
- eGov Innovation Program
- eLaws and eRegulations Update
- Society Engagement Campaign
- eParticipation Program
- Government Leadership Engagement Plan
- Return on eGov Investment (ReGI) Analysis
- Public-Private-Partnerships Strategy
- International Partnerships Program

3 Strategies and 22 Programs

- Knowledge Management
- eGov Capabilities Management Program
- eGov Change Management Program
- eGov Policies and Standards
- IT Planning and Management Toolkit
- Entity IT Strategy
- eProcurement
- Customer Relationship Management (CRM)
- Spatial Data Infrastructure (SDI) Consolidation
- Document and Record Management
- Open Data Platform
- IT Shared Services Rationalization
- National Data Center Consolidation
- Government Data Network Expansion
- ID and Access Management
- Business Continuity Program
- Location-Based Services Platform
- Internet of Things Strategy

8 Programs 40 Initiatives

- eGov Portal Enhancement
- Mobile Channel Enhancement
- Contact Center Enhancement
- Service Kiosk Enhancement
- Government Service Centers
- Multi-Channel Management
- Customer Service Quality Certification Program
- Service Portfolio Management

8 Programs 40 Initiatives

- MCIT Operating Model
- MCIT Sourcing Strategy
- MCIT Technology Platform
- Entity Engagement Toolkit
- Revenue Generation Program

6 strategic plans, 39 nationwide programs, 40 ministry/agency level initiatives are identified along the Enabling environment, e-Readiness and Usage dimensions as well as MCIT's operating model



Introduction



Ethiopia - The Horn of Africa

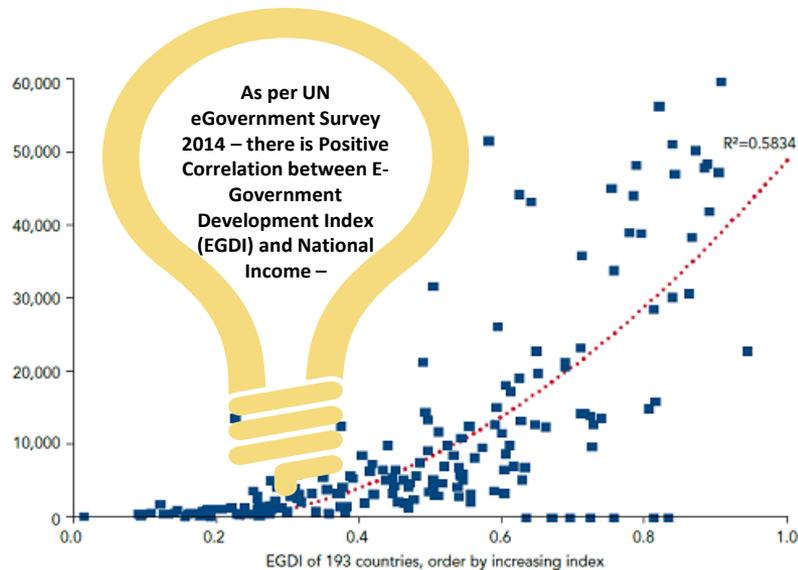


Ethiopia , strategically situated in the Horn of Africa, is one of the fastest growing economies in the world

Population	96.5 Million (World Bank – Doing Business 2016 Report)
GDP	US\$ 46.6 Billion - UNDP Human Development Report 2015
GDP per capita	US\$ 550 - UNDP Human Development Report 2015
Life Expectancy in Years	62.2 - UNDP Human Development Report 2015
Primary School Enrolment Rate (%)	95.3 - UNDP Human Development Report 2015
Urban Employment Rate (%)	83.5 – IMF Country Report 2014
HD Index and Rank	0.435 (Rank 173) – UNDP Report 2014
Ease of Doing Business	146 (World Bank – Doing Business 2016 Report)

- Economic growth of over 10% over the past decade compared to regional average of 4.8%
- Positive trend in poverty reduction (29.6% in 2010 from 38.7% in 2005 – Government target of 22.2% by 2015)
- Achieved Millennium Development Goals of World Bank in reducing Child Mortality.

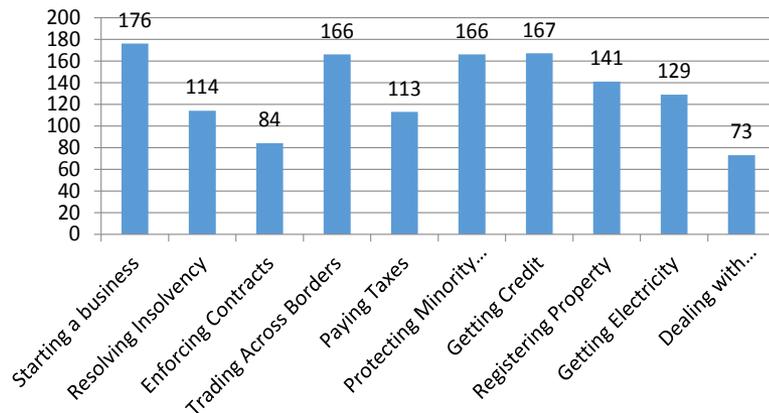
Economic Growth is Driven by eGovernment



- High 'Doing Business' score critical for attracting investors to generate growth and employment.
- E-governance is a key enabler to ensure Streamlined, Meaningful, Adaptable, Relevant and Transparent business regulations in a country.
- Increased efficiency and effectiveness of government operations are essential to improved score in Doing Business parameters.



Ethiopia's Rank in parameters of Doing Business



- Convenient access of information and improved service access and delivery key to improving ranks in all the listed parameters.
- Investment in Information and Computer Technology (ICT) critical for supporting the government strategy to improve operational efficiency and long-term cost optimization.
- Citizen-centric approach with focus on process transformation.
- Provision of multi-channel delivery of public services through portals, call centres, mobile devices and common service centres

Promising Start, but Unfinished Agenda



Strategic Outcomes	Targets	Achievements
Bringing government closer to people	<ul style="list-style-type: none"> Top 30 in UN ranking by 2015 More than 70% of customers aware of eGovernment programme Customer feedback mechanism available on all Government channels 	<ul style="list-style-type: none"> 157 in UN ranking in 2014 As per the VOC survey initial results, the awareness levels in cities are better, but rural areas are much lesser Feedback mechanisms are available for portal and service centres.
Effective Governance	<ul style="list-style-type: none"> Integration of ministries through common applications, standards and policies 30% improvement in GTI Capacity building of all officials on IT & customer behavior 	<ul style="list-style-type: none"> Common application for use across ministries are very limited (e.g. email service, and IFMS) Capacity building of all officials on basic IT skills.
Improved service delivery	<ul style="list-style-type: none"> Electronic enablement of 211 services All 4 channels established with more than 50% uptake 60% increase in citizen satisfaction index Published citizen Initiative for all services 	<ul style="list-style-type: none"> More than 168 services are provided online. Portal and services centres are operational Service centres have good uptake, but portal usage is very limited Citizen charter is published in most of the ministries / departments
Socio economic growth	<ul style="list-style-type: none"> Amongst top 75 in doing ease of doing business ranking of World Bank Investment of >10% budget of eGovernment programme through PPP 	<ul style="list-style-type: none"> Ranked 146 in ease of doing business ranking of World Bank report 2015 Couple of projects in PPP model has initiated like service centre, others in various stages of implementation – Ethio village,



eGovernment Strategy 2011-2015 - What can be improved

eGovernment Strategy 2011-2015 - What can be improved

Integration of the Islands of Success

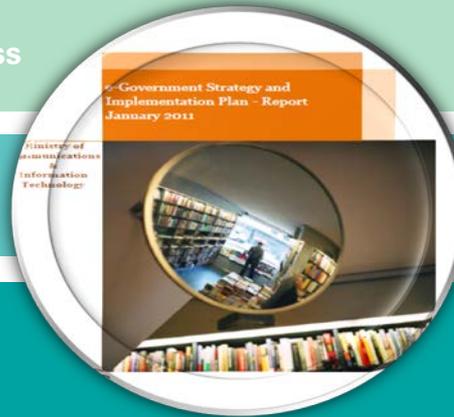
Focus in Adoption of standards & policies

Strong focus on uptake of services

Strong Program Management Office (PMO)

Use of advanced technology
SMAC

Increased marketing & awareness among the public



Strong Focus on Uptake of Services

- New strategy to have increased focus on the uptake aspect of the services.
- Ethiopia is a country with limited usage of computers, low internet penetration and lack of affordable internet services and this remains a roadblock in the uptake on e-governance services and needs to be addressed.
- Need to improve the number of CSCs which are currently concentrated only in cities and this makes them inaccessible to most of the population.

Integration of the Islands of Success

- Implemented 168 services on national portal, but need to focus on integration with the back-end increase cross department services.
- CSCs implemented as delivery channels but lack of scalability remains an issue.
- PPP model portals catering only to utility services like electricity, water and telephone.
- Data center established but need to provide web hosting applications.

eGovernment Strategy 2011-2015 - What can be improved

Increased marketing and public awareness

- More focus required on marketing and communication to create awareness about e-government initiatives.
- Lack of awareness of initiatives is a major cause of low uptake of the services.

Use of advanced technology (SMAC)

- Need to focus on leveraging new generation technologies like social media, mobile, analytics and cloud.
- New technologies can reduce cost and improve quality and reach of services

Strong Program Management Office (PMO)

- MCIT currently functioning only as a co-ordination agency between ministries but has no oversight on proposals.
- Ministries executing projects based on their individual priorities without alignment to strategic goals.
- PMO function is required to define and direct projects so that it leads to benefits being translated to the public and ensure that economic goals are met.

Focus in Adoption of standards & policies

- Need to build a governance mechanism to ensure that enterprise architecture is created.
- E-Government interoperability Framework needs to be adopted.

New strategy focuses on addressing the gaps in the previous strategy and enhance the eGovernment programs to generate more value to the citizens.



eGovernment Vision 2020



eGovernment Vision 2020

“To **R**eadize the economic growth of Ethiopia and provide **A**ffordable & quality services to all Stakeholders thereby **D**elivering effective, efficient and transparent governance, through **I**nnovation in everything we do ,creating a **C**ulture of entrepreneurship, **A**ffecting the life of all Ethiopians and **L**everaging SMART government initiatives”

R

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Elements of vision redesigned (1/9)

R

Realize the economic growth of Ethiopia through eGov

Introduction

The Ethiopian government is keenly implementing reforms to enhance the economic growth with various measures - including privatization of state enterprises and rationalization of government regulation etc.. Certain strategic areas are not open to private like telecommunications, air and land transportation services. The World Bank ease of Doing Business Report (EoDB) has given Ethiopia a rank of 146. The EoDB ranking is greatly influenced by the level of e-Government implementation in the country. An improved EoDB rank has a direct correlation with economic growth as it indicates a conducive environment for investors.

In addition, the MDG for Ethiopia and GTP II also aims to develop the economic growth of Ethiopia for the following reasons:

- Doing business involves core processes like dealing with land registration, construction permits, getting environmental approval, provision of water and electricity, bank credit, contract management, trade across borders, taxes and levies etc.
- All these involve multiple services of government which can be easily automated to support the EoDB.
- The core sectors for development include agriculture, health, education, social and environment,
- Many processes involving different ministries / departments are interrelated and therefore coordination is absolutely mandatory.

Elements of vision redesigned (2/9)

 <p>United Nations Millennium Development Goals in Ethiopia - 2015</p> <ol style="list-style-type: none"> 1. Eradicate Extreme Poverty and Hunger. 2. Achieve Universal Primary Education . 3. Promote Gender Equality and Empower Women. 4. Reduce Child Mortality. 5. Improve Maternal Health. 6. Combat HIV/AIDS, malaria and other diseases. 7. Ensure Environmental Sustainability 8. Develop a Global Partnership for development. <p>On Track Likely to be on track</p>	 <p>17 Goals 169 Targets</p>	 <p>World Bank's Ease of Doing Business in Ethiopia Doing Business 2016 Rank – 146</p>
		 <p>GTP Pillar Strategies</p> <ol style="list-style-type: none"> 1. Building all-inclusive implementation capacity; 2. A massive push to accelerate growth; 3. Creating the balance between economic development and population growth; 4. Unleashing the potentials of Ethiopia's women; 5. Strengthening the infrastructure backbone of the country; 6. Strengthening human resource development; 7. Managing risk and volatility; and, 8. Creating employment opportunities.

eGovernment Trigger

Growth enablers through eGovernment			
eInvestor Platform	eHealth platform	Agrinet	Education/skilling platform
ASYUCUDA ++ Integration	eProcurement / payment	Stock / commodities ECH.	Social / environ. Platform

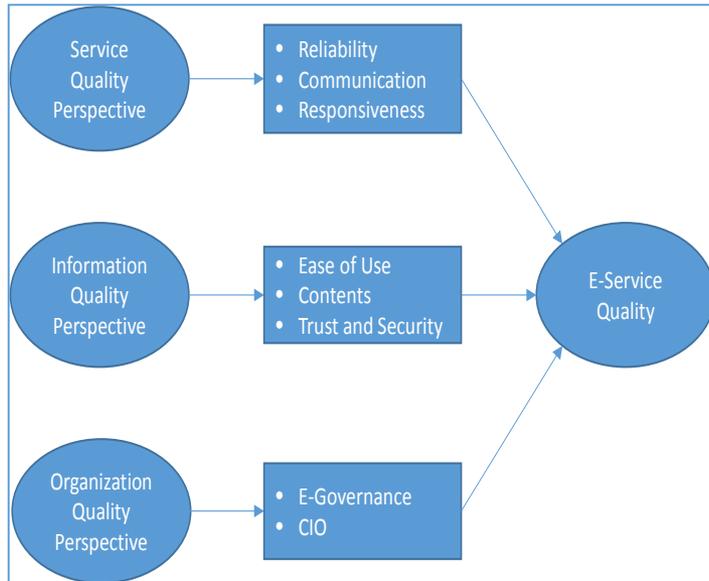
Elements of the vision detailed (3/9)

A *ffordable & Quality Services to All*

Ethiopia continues to have one of the lowest rates of internet and mobile phone connectivity in the world. According to the International Telecommunications Union (ITU) report, internet penetration stood at a mere 1.9 percent in 2013, up from 1.5 percent in 2012. Only 0.25 percent of the population had access to fixed-broadband internet, increasing from 0.01 percent in 2012. Ethiopians have more access to mobile phone services, with mobile phone penetration rates increasing from 22 percent in 2012 to 27 percent in 2013, though such access rates still lag behind the African regional average of 80 percent. Meanwhile, less than 5 percent of the population has a mobile-broadband subscription. Radio remains the principal mass medium through which most Ethiopians stay informed. Having said this, for the next wave of eGovernment initiatives to take off, key strategies need to be devised like enhancing the penetration of internet, providing affordable connections and devices, and also providing the facility to access the services within the reach of a radius of 1 Kilometer for every household

Percentage of population with Internet Access in 2014	2.9% (Up From 1.9% in 2013)
Percentage of population with access to fixed-broadband internet in 2013	0.25% (Up from 0.01% in 2012)
Percentage of population with mobile phone access in 2013	27% (Up from 22% in 2012)
Regional average of percentage of population with mobile phone access	80%

Elements of the vision detailed (4/9)



The current eGovernment services offered to all require personal visits to the government departments. The services are not integrated and very limited BPR is being exercised. This has resulted in the following:

1. Only online application for a service is available
2. The current model require multiple personal visits to the department
3. Online payment facility is not available
4. SLA for services are mentioned, but not monitored and therefore benchmarks are not updated
5. Service feedback is not active for most services
6. Service improvement framework not in place

eGovernment Trigger

Growth enablers through eGovernment

Affordable internet	Low cost tablets/ mobiles	Integrated Services	Customer feedback
Public wifi areas	ICT Center in all Kebeles	Unified payments	Universal access

Elements of the vision detailed (5/9)

D *eliver effective, efficient and transparent Governance*

To achieve sustainable economic growth, it is imperative that good governance mechanisms are in place. This is supported by the high positive correlation between quality of governance and per capita income. Implementing effective, efficient and transparent governance is essential to ensuring dependable and responsible service delivery to citizens. It involves administering e-services to replace manual activities at government institutions to guarantee quicker disbursement of services. Many citizen services require co-ordination between multiple ministries and departments which emphasizes the need for more integrated applications and shared data between departments that can track workflows and provide automated notifications. This can drastically reduce the number of visits a customer needs to pay to an institution in order to avail a service and reduce the response time for each department. Greater public accessibility to information ensures that the government is accountable for its actions and promotes ethical decision making. Government can ensure:

- Reduced costs.
- Improved quality and standard of services
- Scope for innovation and further value addition
- Increased output
- Quicker services.

BENEFITS

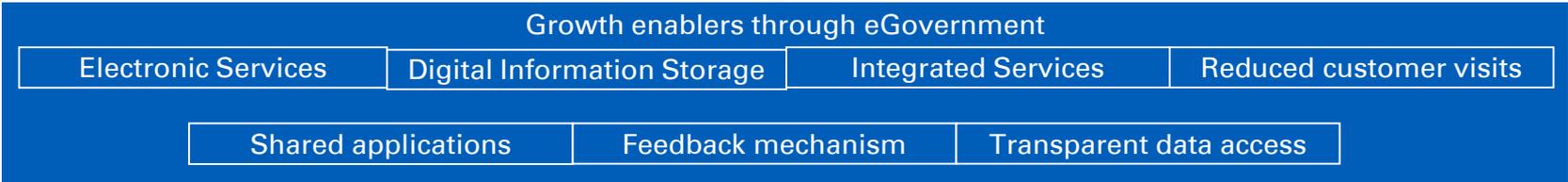
Promotes confidence and faith of citizens and investors

Leads to better decision making supported by accurate information

Improved policy implementation

Increased accountability and robust regulatory framework boosts faith of investors

eGovernment Trigger



Elements of the vision detailed (6/9)

I *nnovation in everything we do*

Implementing IT in Government is not only about enabling IT Automation in all the departments. It is more towards doing things in a better way or alternate ways, thereby creating effective use of available resources for better outcomes. There have been several such examples of innovative ways of implementing eGovernment across the globe. The use of SMAC for WEB 2.0 and eGOV 2.0 are classic examples. Ethiopia also needs to innovate the way the eGovernment Strategy 2020 is implemented for the following reasons

1. Low bandwidth penetration to be overcome by alternate means – public wifi
2. Quick and efficient implementation require alternate methods like crowdsourcing for mobile apps
3. Gov 2.0 needs to be made a way of life
4. Digital marketing tools to be widely used for reaching masses
5. Use of analytics for serving customers



eGovernment Trigger

Growth enablers through eGovernment			
Affordable internet	Low cost tablets/ mobiles	Integrated Services	Analytics
Public wifi areas	ICT Center in each Kebele	Gov 2.0	Digital marketing

Elements of the vision detailed (7/9)

C *reate a Culture of entrepreneurship*

An improved e-Governance mechanism will boost the ease of doing business in Ethiopia. The simplified processes in registering and starting a business and getting the support services in place will attract investors and also promote a culture of entrepreneurship. To support this, Government should embark on collaborative programs with private firms designed to help startup firms succeed. These could be in the form of business incubators or dedicated 'startup villages' with the following objectives:

- ✓ Promote product oriented research and development of useful applications.
- ✓ Support the development of indigenous software products and services and accelerate the growth of the same.
- ✓ Reduce the gap between conceptualization, development and commercialization of products.
- ✓ Facilitate the registration of IPRs.
- ✓ Provide entrepreneurial trainings.
- ✓ Facilitate interaction between the education sector and the industry to align curriculum with the exact market demand.

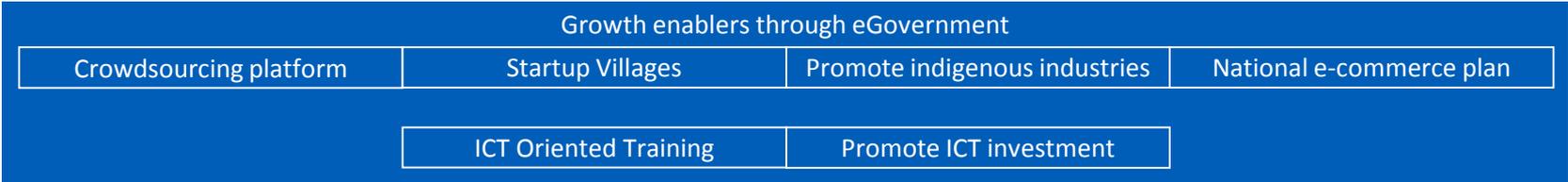
Create New Jobs

Add to National Income

Create Social Change

Community Development

eGovernment Trigger



Elements of the vision detailed (8/9)

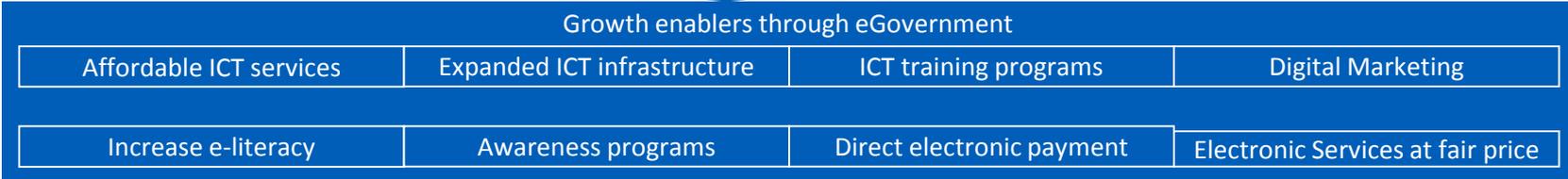
A *ffecting the life of all Ethiopians*

Effective use of ICT in government administration will immensely enhance the efficiencies, reduce operational costs and increase the transparency and accountability in the functioning of departments. However, it is essential that the availability of these services are communicated to the public to increase their awareness. It is also important to educate and empower the public to use these services so that their benefits can be completely translated. High usage of e-government services is a driver for the government to scale up these activities and expand the reach to larger sections of the society.

The expansion of ICT infrastructure will guarantee increased internet penetration, mobile and telephone connections and an improved international internet gateway capacity that will greatly benefit all sections of society. Apart from availing e-governance services, the increased investment in the ICT sector itself will present huge employment opportunities for the public to avail. It is essential that the general public is empowered to take advantage of these opportunities and trained on the relevant skill sets. ICT training programs should be made a part of the school curriculum to increase the e-literacy rate as well as provide the public with basic technical knowledge that provides employment prospects. Focus on providing job opportunities to women as well as the youth will ensure a more diverse and young workforce in the coming years.

- Citizen Benefits**
- Increased convenience
 - Improved customer service
 - Easy access to information
- Business Benefits**
- Reduced costs for doing business
 - Access to organized and transparent processes.
 - Confidence to increase investment.

eGovernment Trigger



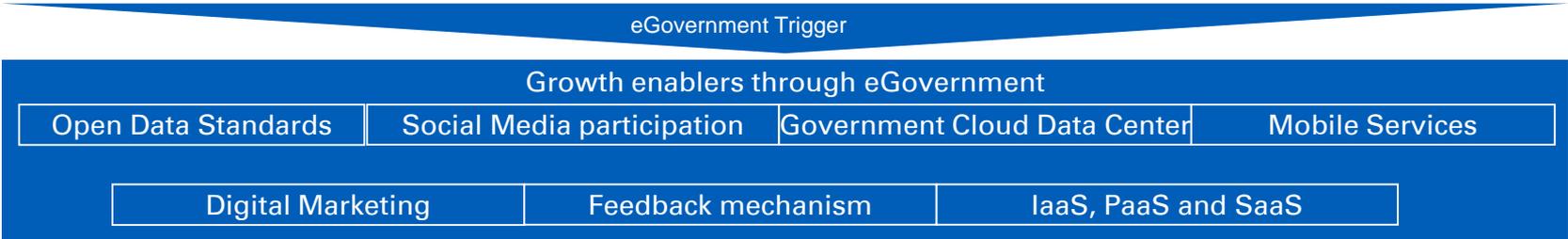
Elements of the vision detailed (9/9)

Leveraging SMART Government initiatives

The expansion of social, mobile, analytics and cloud technologies provides the government to improve its operations and reach out to the public with reduced overhead and expanded reach. By leveraging these technologies, government need not spend big money to support information sharing, communication and collaboration.



By enabling more government institutions to receive and provide cloud services and provide incentives for private organizations to commence usage of cloud services, infrastructure costs can be drastically reduced. Investment in development of mobile based services can expand their reach to the public. Enhancing public participation through social media sites and will provide an opportunity to get real time feedback from the public on the services provided and gauge the general perception which will provide an idea on the changes and improvements required.



The eGov vision is aligned with the GTP 2 and those extracted from best practices across the globe

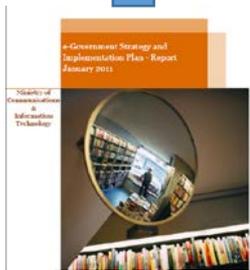
Development of eGov Vision

MCIT GTP 2 Strategic Pillars 2015-2020		
1 Upgrading the government electronic services	2 Creating public awareness about ICT knowledge.	3 Building research and innovation system in information communication sector
4 Ensuring ICT standards, system & security frameworks	5 Enhancing competency and quality of ICT industry	6 Common government infrastructure, services and applications (Government Cloud)
7 Facilitating the transparency and accessibility of government processes and data (open data)	8 Increase the contribution of information technology sector to the country GDP	9 Facilitating the creation of electronics exchange and services in the country
10 Ensuring the inclusion of women and youths in the ICT sector		

New eGov Vision / Acronym Mapping

R	<u>Realize the economic growth</u> of Ethiopia	2 5 6 8 9 10
A	<u>Affordable & Quality Services</u> to All	1 2 6 9
D	<u>Deliver effective, efficient and transparent</u> Governance	1 2 4 7 9
I	<u>Innovation in everything</u> we do	1 3 4 6 8
C	<u>Create a culture of entrepreneurship,</u>	2 3 5 8 9
A	<u>Affecting the life of all Ethiopians</u>	1 2 5 5 9 10
L	<u>Leveraging SMART Government initiatives</u>	1 3 4 6 7

What is different in Vision 2020



E-Gov Strategy 2011-15

Envisaged 219 e-services across 13 ministries and 11 agencies



1

Primary focus on developing an enabling environment and increasing the e-readiness of Ethiopia so that usage of existing and new e-government initiatives will be increased.



2

MCIT's responsibilities to change from an advisory role to driving the entire e-Government strategy from end to end by mandating that all Ministries and Agencies will launch e-government initiatives after consultation with the MCIT to ensure alignment with strategic vision.



3

Propose the setting up of a dedicated Project/Program Management Office (PMO) to oversee the various e-government initiatives across the country and ensure adherence to budget and timelines.



4

Defined a performance monitoring framework with outcomes and indicators mapped to elements of the strategic vision and realistic timeline goals.



5

Strategy to be focused on mandating that the defined initiatives and programs are carried out in the timeframe so that the goals of Vision 2020 can be attained.



E-Gov Strategy 2016-20

Envisaged 6 nationwide strategies, 39 nationwide programs, 40 ministry/agency level initiatives with 320 e-services.

Vision – Performance Monitoring Framework

SI No.	Elements of Vision	Outcomes	Indicators	Timeline Goals	
				2015-2017	2018-2020
1	Realize the economic growth of Ethiopia	Improve World Bank's Ease of Doing Business (EoDB) Rank of Ethiopia	EoDB Rank	<130	<100
		Improve United Nations e-Government Development Index Ranking	EGDI Global Rank	<140	<100
		Mobile broadband penetration and mobile handsets	Mobile cellular subscription/100 Internet penetration %	40 15%	60 40%
2	Affordable and Quality Services to All	Enable all government institutions, social information centers, public libraries, health institutions, public communication centers, universities and schools to have at least 4 MB broadband connection	Percentage of government institutions having 4 MB broadband connection	>33%	100%
		Build more Government electronic service provision centers for the public to use at a fair price.	Percentage of population receiving services from provision centers	>50%	>80%
		Distribute low cost systems for approved institutions	No of Systems distributed to approved organizations	4000	20000
		Increased ICT users' service satisfaction index.	Improved customer satisfaction index (CSI)	>0.5	>0.8
3	Deliver effective, efficient and transparent governance	Enable government institutions to provide services electronically and implement digital information/document storage	Percentage of government services available electronically on Mobile.	65%	85%
		Enable electronic services developed by different organizations to be readable to each other	Over 75% of services proposed connected with an enterprise service bus	40%	75%
		Reduce customer visits for receiving a service from a government institution	A single visit should be sufficient to complete a service from a government institution	<3	Maximum One
		Enable provisions for obtaining feedback from the public for services provided by government institutions	100% of government institutions should implement a feedback mechanism and track whether action has been taken on the suggestions provided	75%	100%
		Enable government data to be accessible to the public in a transparent and economical manner	Over 90% of government data (not classified) organized by open data standards and available to the public to view and download.	75%	90%

Vision - Performance Monitoring Framework

SI No.	Elements of Vision	Outcomes	Indicators	Timeline Goals	
				2015-2017	2018-2020
4	Innovation in everything we do	Establish and build the capacity of ICT innovation centers	Establish, build capacity and support ICT business incubation centers especially in regions where these do not exist currently	30	100
		Conduct supported research activities in the ICT sector and implement the recommendations in collaboration with stakeholders	Establish dedicated R&D centers to coordinate research activities	1	2
5	Create a Culture of Entrepreneurship	Provide the necessary incentives and support to expand the ICT manufacturing and software development industries and promote the usage of indigenous software.	No of local private IT companies supporting MCIT in eGovernment implementation	3	10
		Create a cloud sourcing platform to solicit ideas on application development for service improvement in various areas.	Establishment of crowd sourcing platform by 2020	1	2
		Develop a national e-commerce plan and provide the private sector the necessary support to develop various e-commerce projects	No. of e-commerce projects to be started in PPP model.	1	5
		Launch a startup village in a PPP model to focus on student start-ups with financial support and corporate mentorship.	Conceptualize and establish a startup village in a major city.	1	2
		Create and communicate a supportive environment for domestic and foreign ICT companies to invest in Ethiopia by arranging international conferences and highlight the country's ICT investment opportunities	Organize International conferences	2	6

Vision - Performance Monitoring Framework

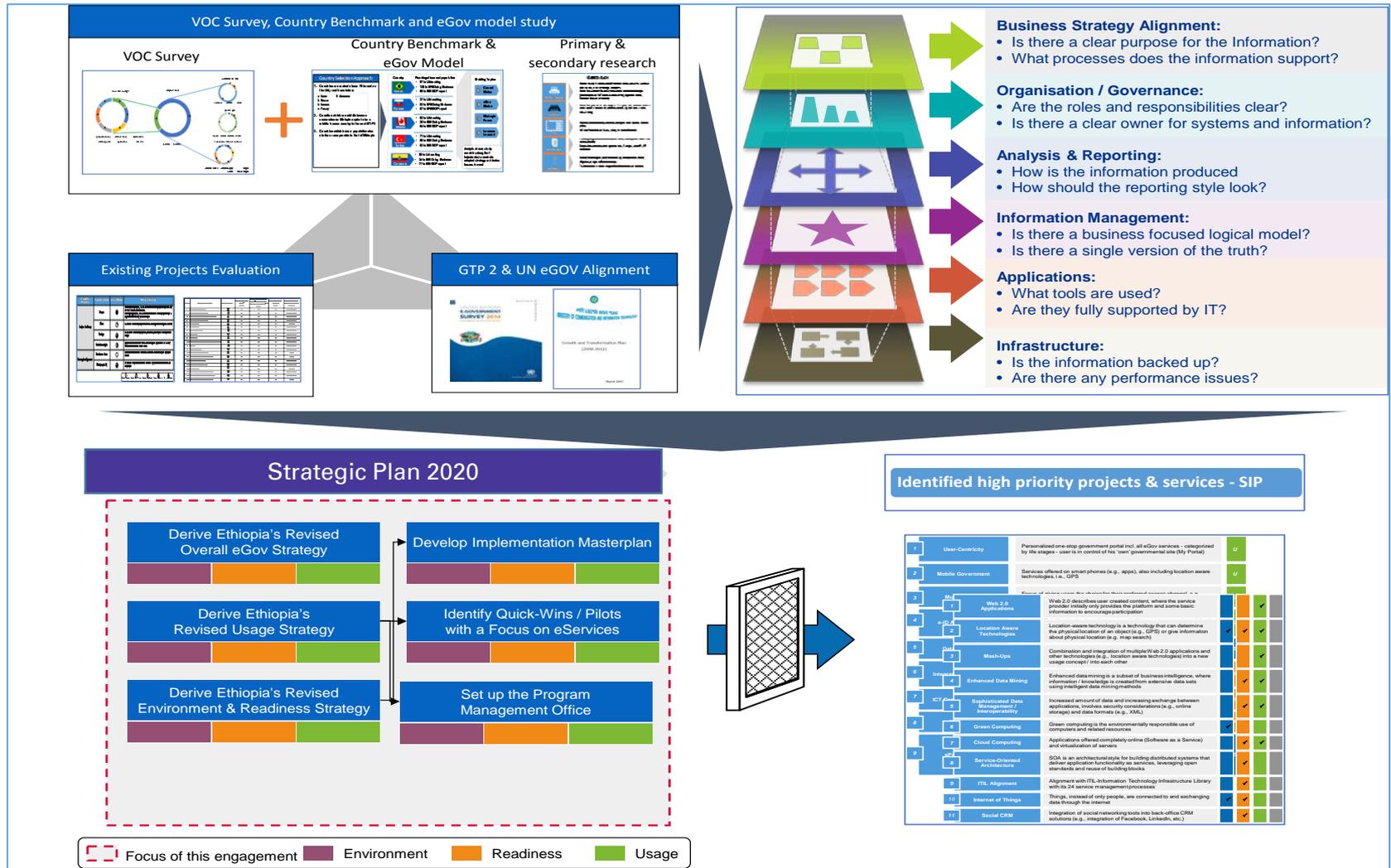
SI No.	Elements of Vision	Outcomes	Indicators	Timeline Goals	
				2015-2017	2018-2020
6	Affecting the lives of all Ethiopians	Conduct awareness programs to inform the public about the benefits of availing e-Government services and promote the usage of the same.	No. of statewide programs under a common national agenda targeting all sections of society.	10	20
		Increased investment in digital marketing to widen the reach of services	% of mobile subscribers covered	50%	75%
		Increased job opportunities for women and youth (age group 25-35 years) in all levels in the ICT sector.	% of Women (as a % of total ICT sector) employed in ICT sector % of Youth (as a % of total ICT sector) employed in ICT Sector	10% 25%	20% 40%
		Increased number of Women enrolment in Computer and related courses in Higher education sector	As a % of total enrolments every year	15%	35%
7	Leveraging SMART Government Initiatives	Enable more government institutions to receive and provide cloud services.	No of government agencies providing services on Government computing	10	40
		Develop more mobile based government services	% of eGovernment services on Mobile	35%	80%
		Enhance public participation and connect with the public using social media sites of Government	% of population on the Government social media	10%	50%
		Develop innovative application for people use	No of innovative apps developed and acknowledged by international agencies like UN	2	10



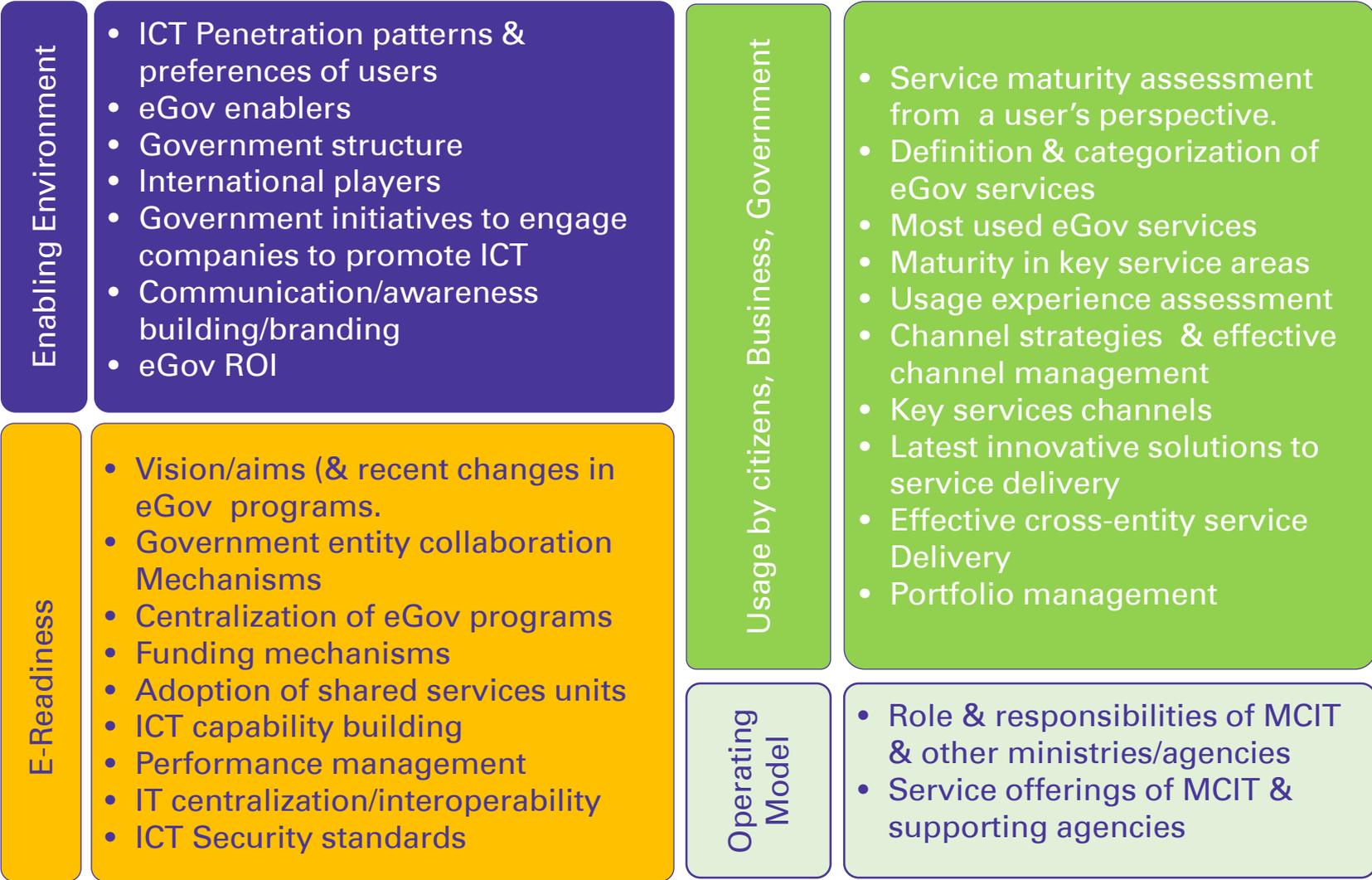
Approach to the Vision



Approach to the Vision



Components / Framework of the Strategy

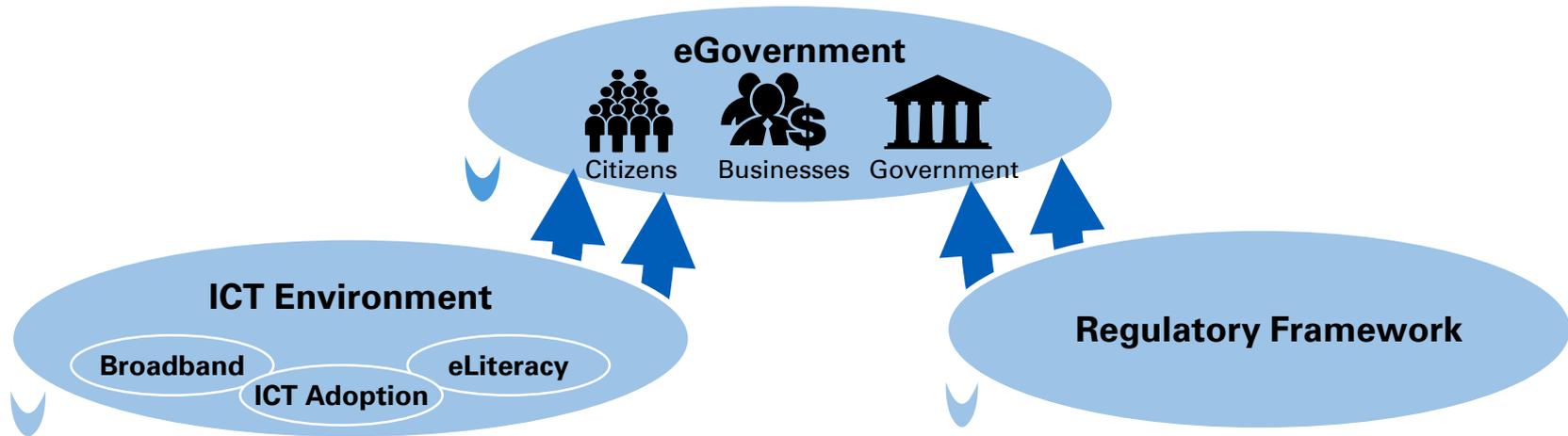


Components / Framework of the Strategy - Enabling environment

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov R&D 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
Objectives	<ul style="list-style-type: none"> Visionaries (8 recent changes in eGov programs) Governmental entity collaboration Mechanisms Centralization of eGov programs Funding mechanisms Adoption of shared services units ICT capability building Performance management IT centralization/interoperability ICT Security standards 	<ul style="list-style-type: none"> Role & responsibilities of MCT & other minister/agencies Service offerings of MCT & supporting agencies
Operating Model		

A successful eGov program should be supported by a strong ICT environment and a comprehensive regulatory framework...

eGovernment Foundational Elements



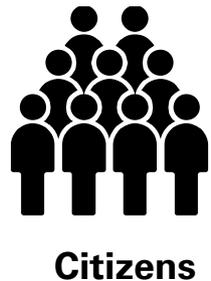
- The ICT environment can be improved through:
 - Increasing fixed and mobile broadband penetration rate (from 2.3% to 40%)
 - Improving e-Literacy (current Ethiopia rank for Availability of ICT Research and Training is 103)
 - Improving ICT usage of businesses (increase ICT spending from 1% to 20% of GDP)
 - Higher degrees of ICT / eGov innovation
- Existing regulations supporting ICT should be updated
- The regulatory framework should be expanded to include critical eGov-related regulations such as:
 - Electronic legitimacy
 - Cryptography
 - Data privacy
 - Cyber crimes
 - Data sharing
 - Intellectual Property Rights
 - Freedom of Information
 - ICT Development Incentives

Components / Framework of the Strategy - Enabling environment

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication/awareness building/branding eGov RPA 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Design Model		

...and engage citizens in shaping the eGov program and allowing them to voice their opinions and preferences

Society Engagement



- Customers should be **continuously engaged** through eServices planning and delivery to ensure proper **alignment to their needs** and satisfaction
- To achieve that, a **comprehensive society engagement strategy** should be developed and implemented



- eGov enables citizens active participation in policy setting and review through various mechanisms including:
 - Complaint and feedback tools (e.g. anonymous feedback over the portal)
 - Online polls to gauge the public opinion over key issues
 - Public communication of problems or law infringements (e.g. geo-tagged photos of potholes)

Blogs

Wikis

Podcasts

RSS Feeds

Social Networks

Mashups

Components / Framework of the Strategy - Enabling environment

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov RfD 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Operating Model		<ul style="list-style-type: none"> Roles & responsibilities of MCT & other ministries/agencies Service offerings of MCT & supporting agencies

... as well as seek to establish partnerships with the private sector to deliver high impact projects and support the economy

eGov Related Public Private Partnerships

Public Private Partnerships



PPP Benefits

Public Sector:

- Access to financial resources (reduce costs)
- Access to technology and expertise (e.g. kiosks)

Private Sector:

- Create and expand business opportunities
- Potential to generate stable and attractive returns

Customers:

- Access services that were not previously offered due to limited resources
- Gain access to better service levels

Potential eGov Projects

Increasing Broadband Penetration

Partnership with Ethio telecom to bring broadband connections to every home and provide mobile services at affordable prices

Improving eLiteracy

Partner with private sector or NGOs to drive ICT awareness in the country, especially at schools and universities, through classroom trainings, workshops and promotional campaigns

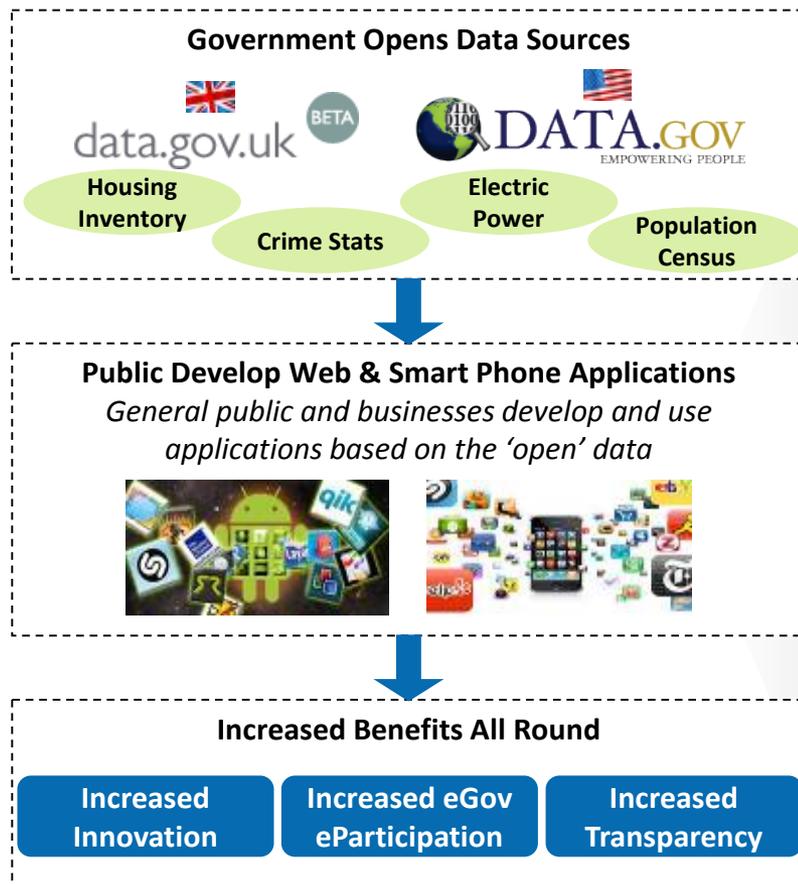
Driving Innovation (Innovation Fund)

Establish an "innovation fund" where organizations provide direct and indirect funding to startups to accelerate the development of ICT solutions and stimulate creativity and entrepreneurship in the country

Components / Framework of the Strategy - Enabling environment

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov R&D 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Operating Model		

Furthermore, the country should drive eGov innovation by exposing public data sets and providing funding support... **eGov Innovation Support**



Direct Funding

- Provide direct seed funding to support and motivate entrepreneurs / businesses in transforming their innovative ideas into products and solutions that deliver great value to eGov users
- The funds can be used by entrepreneurs / business to:
 - Develop prototypes and proofs of concept
 - Build a company and develop the required capacity (e.g. staff, equipment)

Indirect Funding

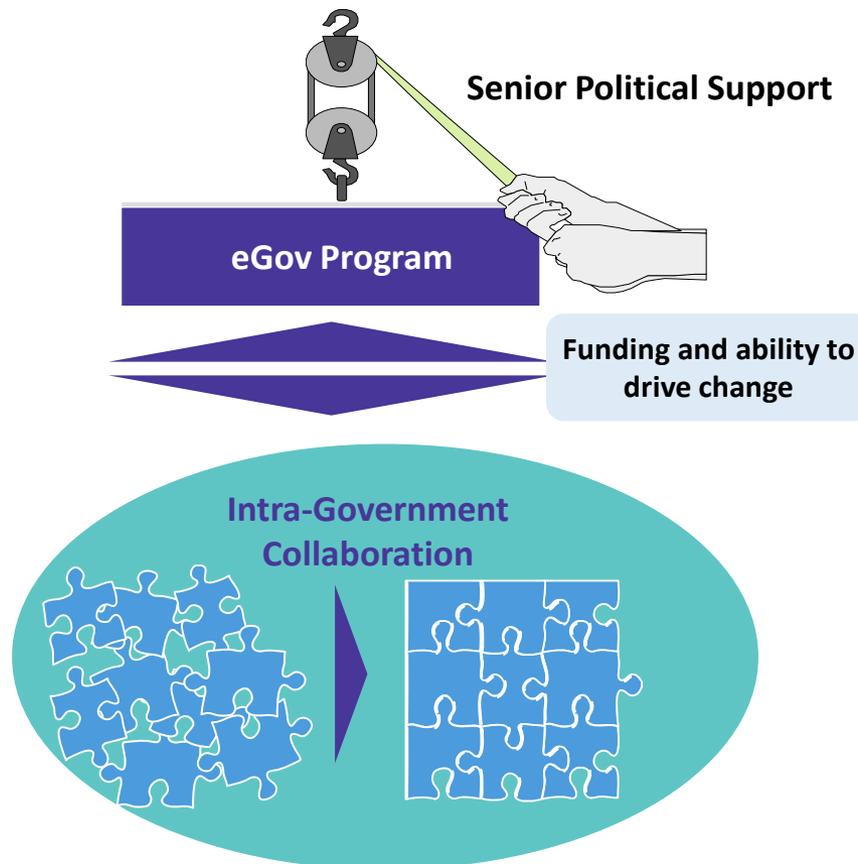
- Provide additional indirect funding support to help the startups in the form of:
 - Training and mentorship:** Provide guidance and capability building opportunities to help develop the venture
 - Logistics:** Provide support in terms of office space, basic equipment and services.
 - Professional services:** Provide support in areas such as accounting and marketing

Components / Framework of the Strategy - Enabling environment

Enabling Environment <ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov ROI 	Usage by citizens, Business, Government <ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Finally, sustained political support and improved Government collaboration should be ensured to enable an impactful program

Political Support and Government Collaboration



Senior Political Support

- The high level political support for the eGov program in the country should be sustained through:
 - **Continuously communicating** the eGov program results and **achievements**
 - Employing a **comprehensive ROI model to measure the impact** of eGov projects on financial, social, economic, strategic and environmental aspects

Government Collaboration

- The high level support should transcend to the entities to foster collaboration on various topics including **knowledge management, cross-service provisioning, and resource management**
- This can be achieved through:
 - Developing and implementing a **Government-wide management system**
 - Establishing **progress-update mechanisms** (e.g. RSS feeds)

Components / Framework of the Strategy - e-Readiness

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov RfD 	Usage by citizens, Business, Government
	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Market need eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management 	
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		<ul style="list-style-type: none"> Role & responsibilities of MCT & other ministries/agencies Service offerings of MCT & supporting agencies

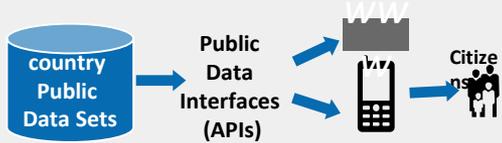
Several “next generation” technology recommendations exist, based on technology deployment or strategy development

Next Generation Technology Recommendations

- ### Smart Phone Application



Deploy a central smartphone eGov application with the top-20 services, increasing usage and uptake of mobile services
- ### Open Data Program



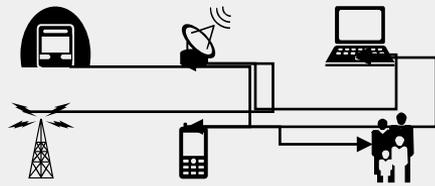
Expose public, non sensitive data to allow businesses and the general public to develop web and smart phone applications, increasing innovation and eParticipation
- ### Public Wifi/Location Based Technology



Enable location based and location aware services, increasing usage and effectiveness in the community
- ### Cloud Computing



Develop a strategy for cloud computing, focusing on private cloud, public cloud and hybrid / business cloud opportunities, to increase eParticipation and innovation across the country
- ### Internet of Things



Develop a strategy and proof of concept / prototype for Internet of Things, driving the integration between all, everyday items and enabling future semantic web technology
- ### Green IT



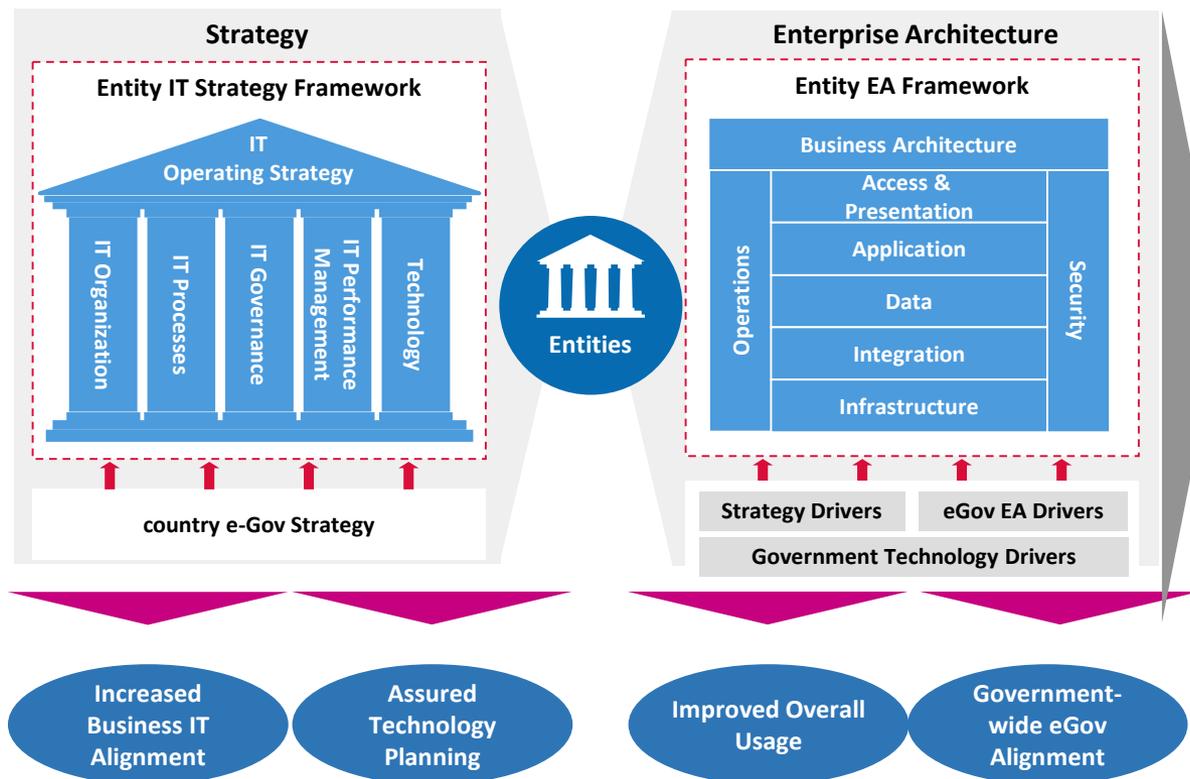
Develop a strategy for “Green IT” as well as automate existing manual processes which result in high levels of carbon emissions, in order to ensure overall sustainability

Components / Framework of the Strategy - e-Readiness

<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov ROI 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Least innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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A key recommendation in the *technology* target model includes increased focus on strategic planning across government

Increased IT Strategic Planning within Entities



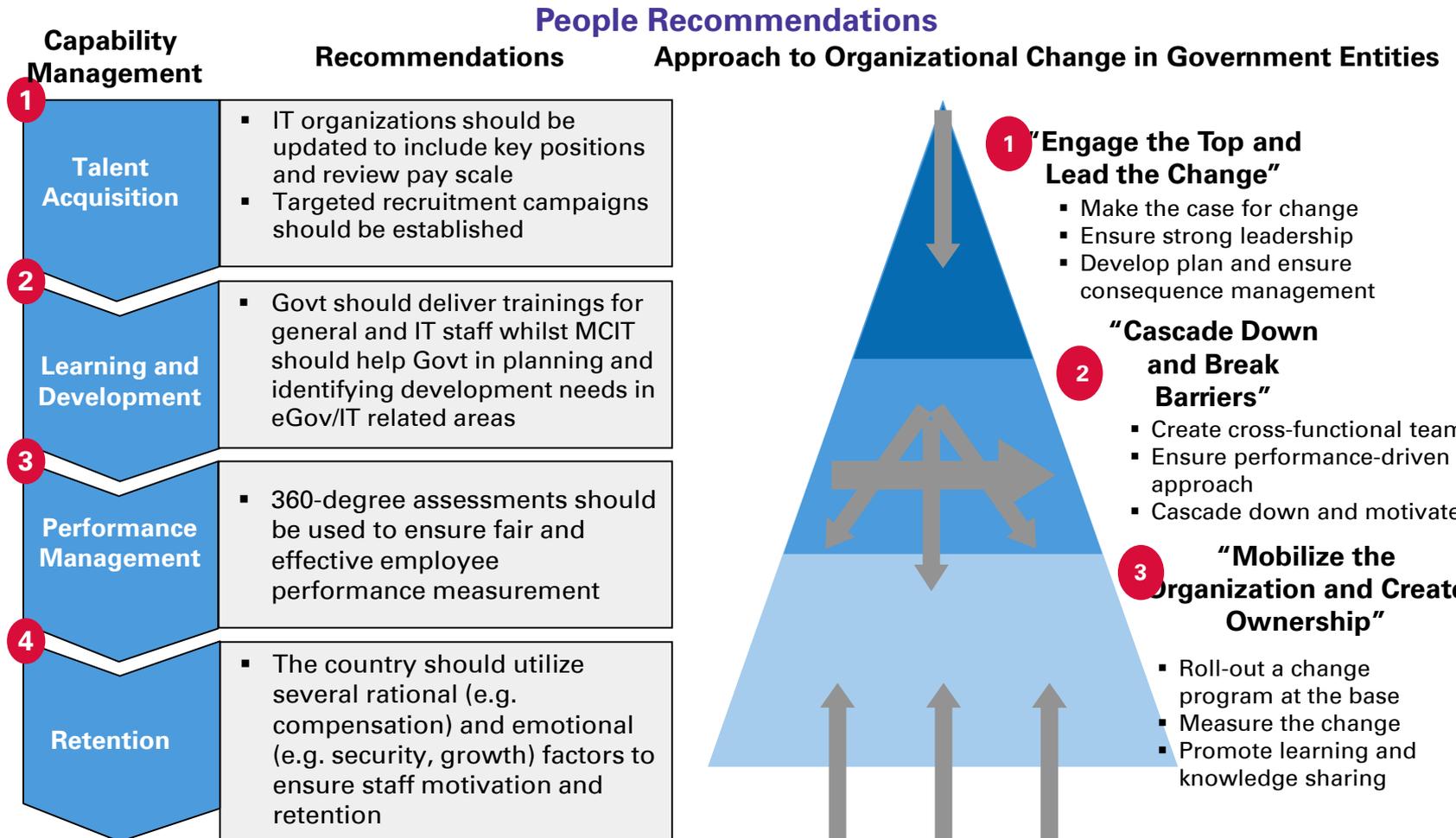
Overview

- IT strategy and entity EA frameworks and toolkits need to be developed as part of the *planning and management toolkit*
- Strategy definition requires oversight by MCIT for smaller entities, or development efforts directly in the case of larger, more complex entities
- Furthermore, strategies need to be developed to align with the eGov strategy and MCIT-led EA, ensuring **business-IT alignment, effective technology planning and increased eGov service usage across the country**

Components / Framework of the Strategy - eReadiness

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov/IT 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Operating Model		

The Government should revamp its people capability management and cascade down organizational change through entities

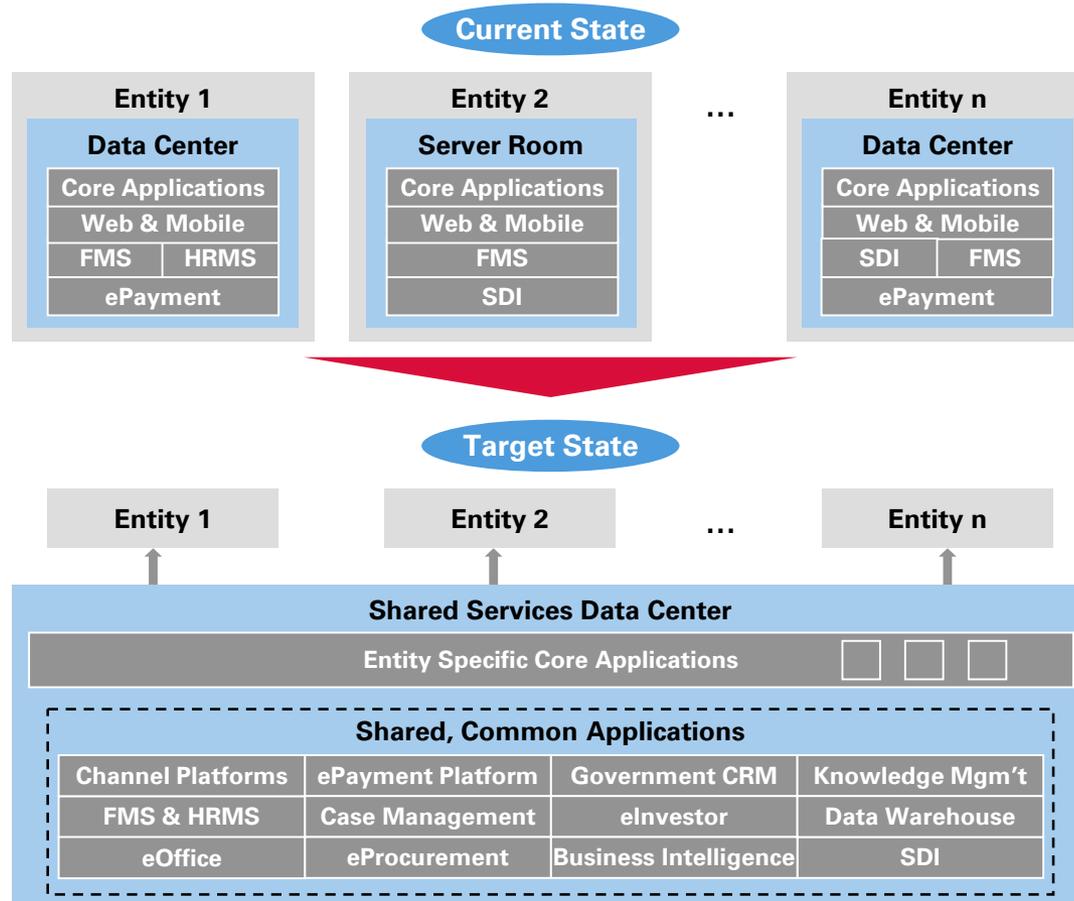


Components / Framework of the Strategy - eReadiness

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness Building/branding eGov RPA 	Usage by citizens, Business, Government
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Objectives	<ul style="list-style-type: none"> Vision/aim (5 recent changes in eGov programs) Governmental entity collaboration Mechanisms Centralization of eGov programs Funding mechanisms Adoption of shared services units ICT capability building Performance management IT centralization/responsibility ICT Security standards 	Operating Model
	<ul style="list-style-type: none"> Role & responsibilities of MCT & other minister/agencies Service offerings of MCT & supporting agencies 	

Increased consolidation and harmonization of common technology is required to drive efficiency, standardization and availability

Effective Consolidation & Harmonization of Technology



- ### Overview
- Key recommendations include:
 - Data center consolidation** to a single tier III / IV data center @ PMO
 - Consolidation of common underlying applications** such as FMS, HRMS, web portal etc
 - Implementation of new Government-wide applications** such as CRM
 - Standardization of local entity technology**
 - A comprehensive Shared Services Strategy is required** covering sharing of knowledge and technology in addition to human resources
 - Key benefits include **efficiency gains, process and technology standardization, increased security and availability**

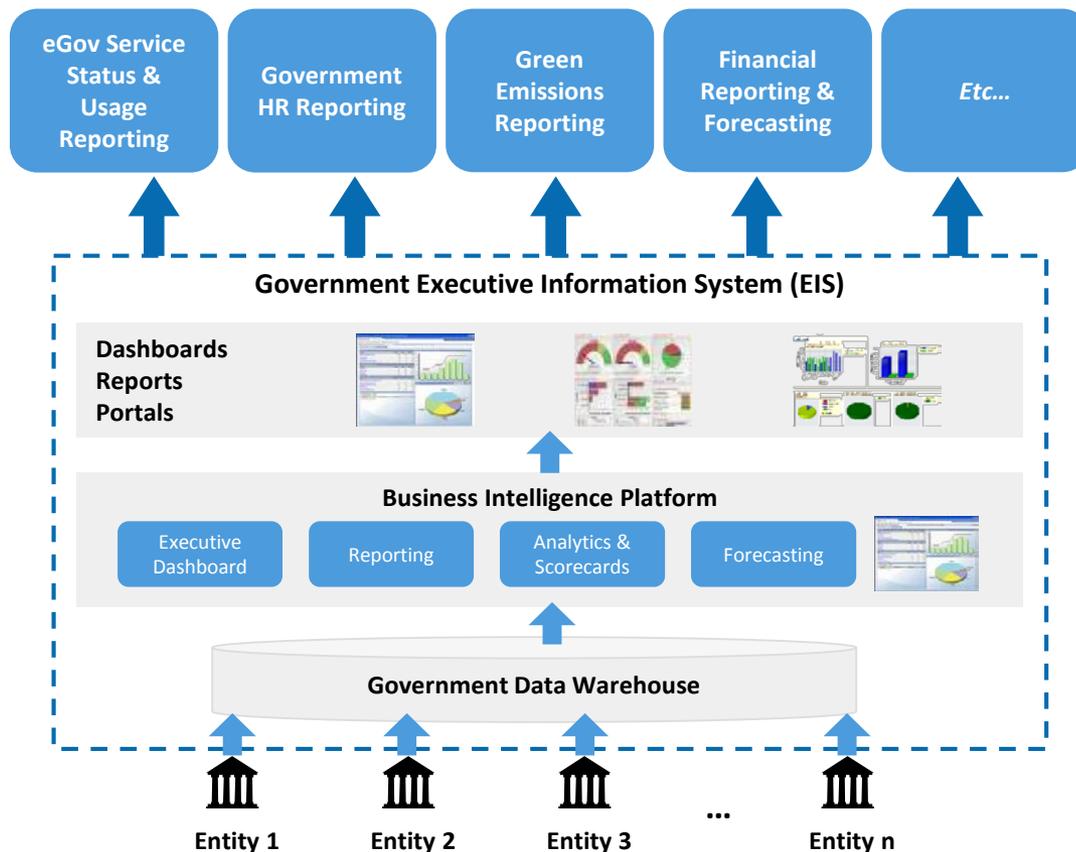
Components / Framework of the Strategy - eReadiness

<ul style="list-style-type: none"> • ICT Penetration patterns & preferences of users • eGov enablers • Government structure • International players • Government initiatives to engage companies to promote ICT • Communication awareness building/branding • eGov R&D 	<ul style="list-style-type: none"> • Service maturity assessment from a user's perspective • Definition & categorization of eGov services • Maturity in key service areas • Usage experience assessment • Channel strategies & effective channel management • Key service channels • Latest innovative solutions to service delivery • Effective cross-entity service delivery • Portfolio management
<ul style="list-style-type: none"> • Vision/aim (is recent changes in eGov programs) • Government entity collaboration Mechanisms • Centralization of eGov programs • Funding mechanisms • Adoption of shared services units • ICT capability building • Performance management • IT centralization/interoperability • ICT Security standards 	<ul style="list-style-type: none"> • Role & responsibilities of MCT & other ministries/agencies • Service offerings of MCT & supporting agencies

The Government should follow a more collaborative and performance-based culture, leveraging a Government-wide EIS

Established Performance Based Culture

Performance Management & Executive Reporting Examples

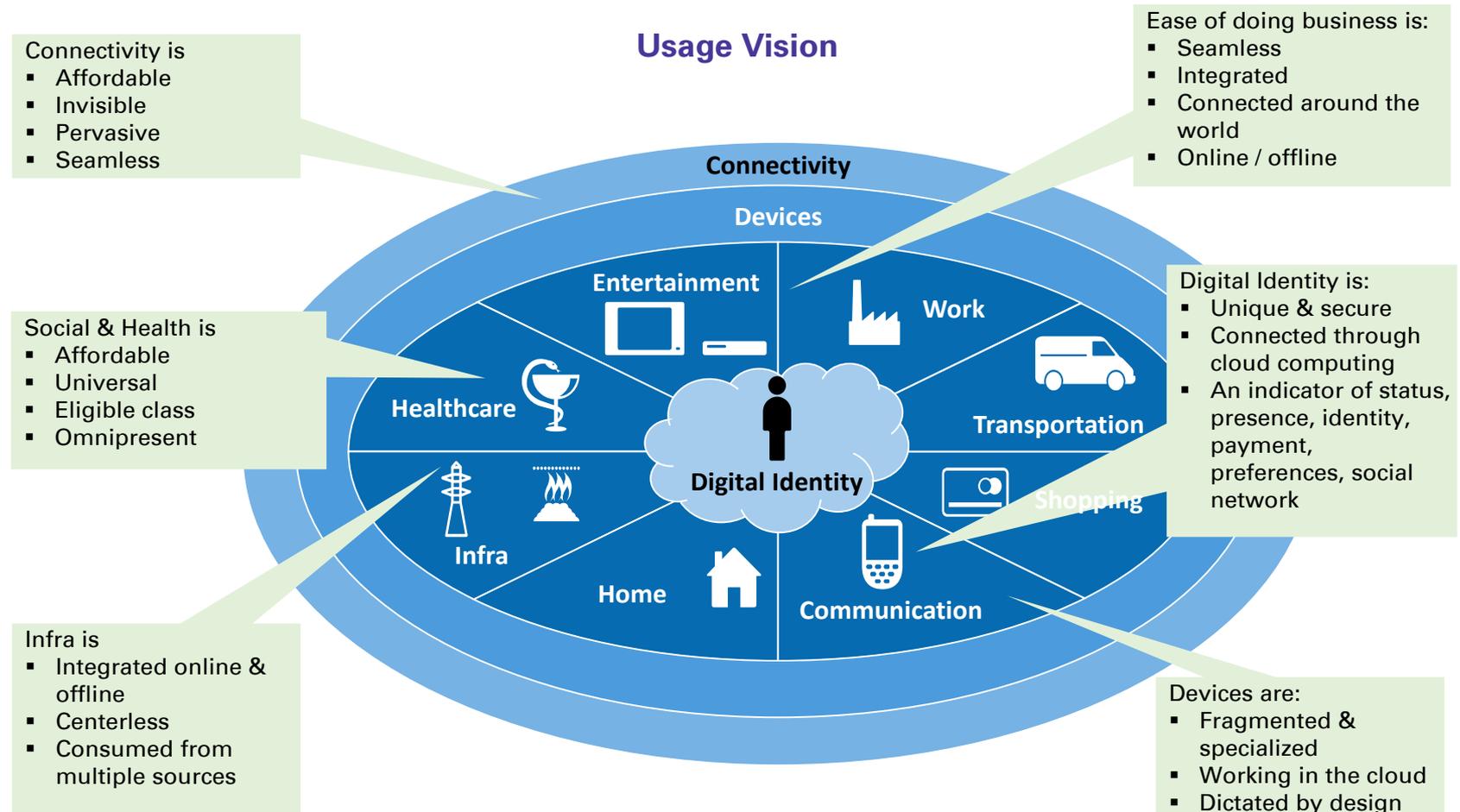


Overview
<ul style="list-style-type: none"> ▪ Performance management and effective Government-wide executive reporting are required for several purposes including service management and usage, carbon emissions reporting, and entity financial and HR reporting ▪ As such, several technologies should be established including: <ul style="list-style-type: none"> – Data warehouse, Business intelligence and ETL services – Interoperability through eGIF and integration mechanisms ▪ Key benefits include standardized, automated reporting and decision making capabilities, service usage monitoring and escalation, and Government forecasting capabilities

Components / Framework of the Strategy - Usage

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication/awareness building/branding eGov RfD 	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Multi-level eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Latest innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Operating Model		

In an always connected world, individuals will increasingly interact with Government, business and leisure online

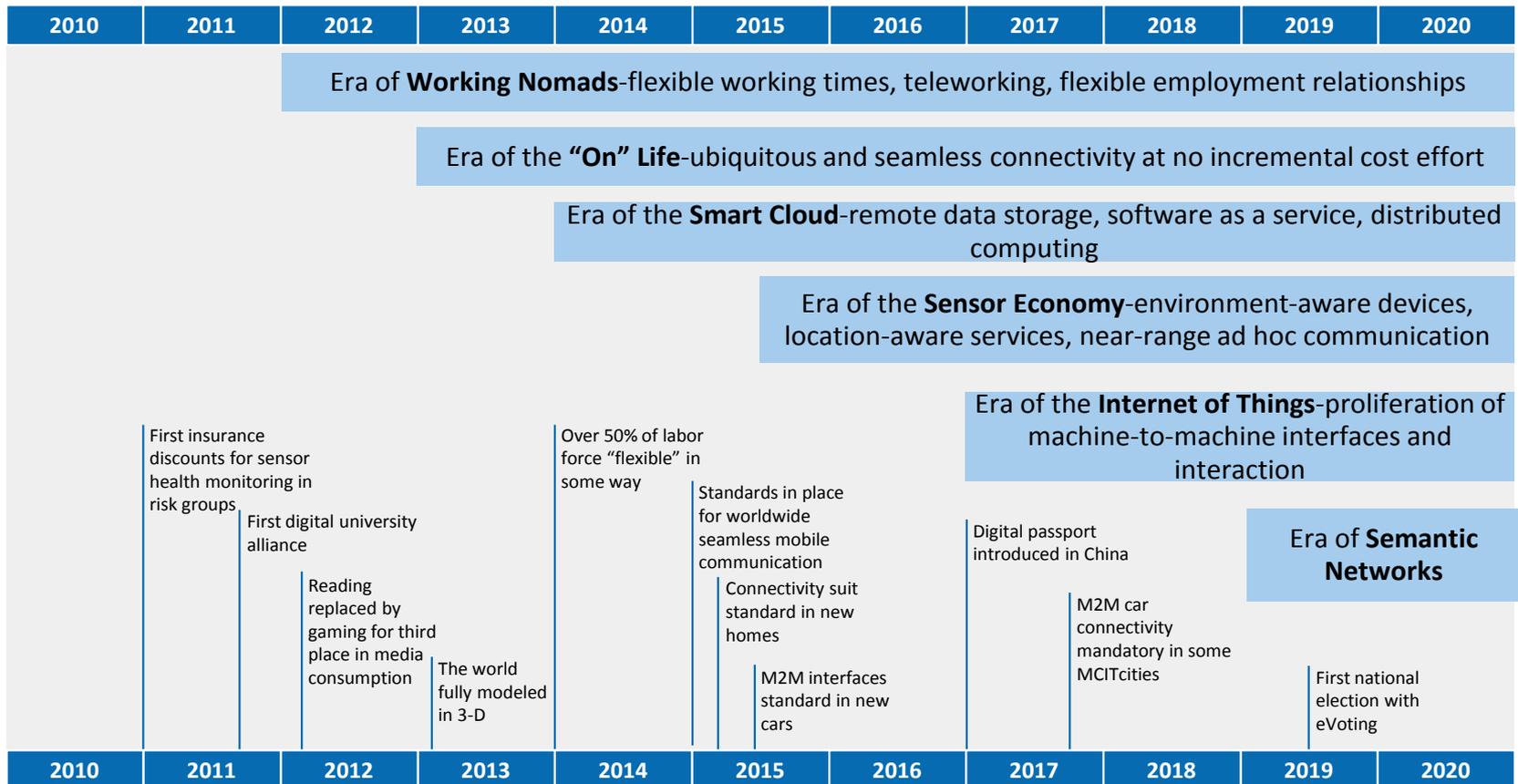


Components / Framework of the Strategy - Usage

Enabling Environment	<ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov RfD 	Usage by citizens, Business, Government	<ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Least innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
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Enablers		Operating Model	

The massively connected, always-on world will have a powerful impact on Life & Business

Usage Vision – Timeline of Events for the Coming Decade

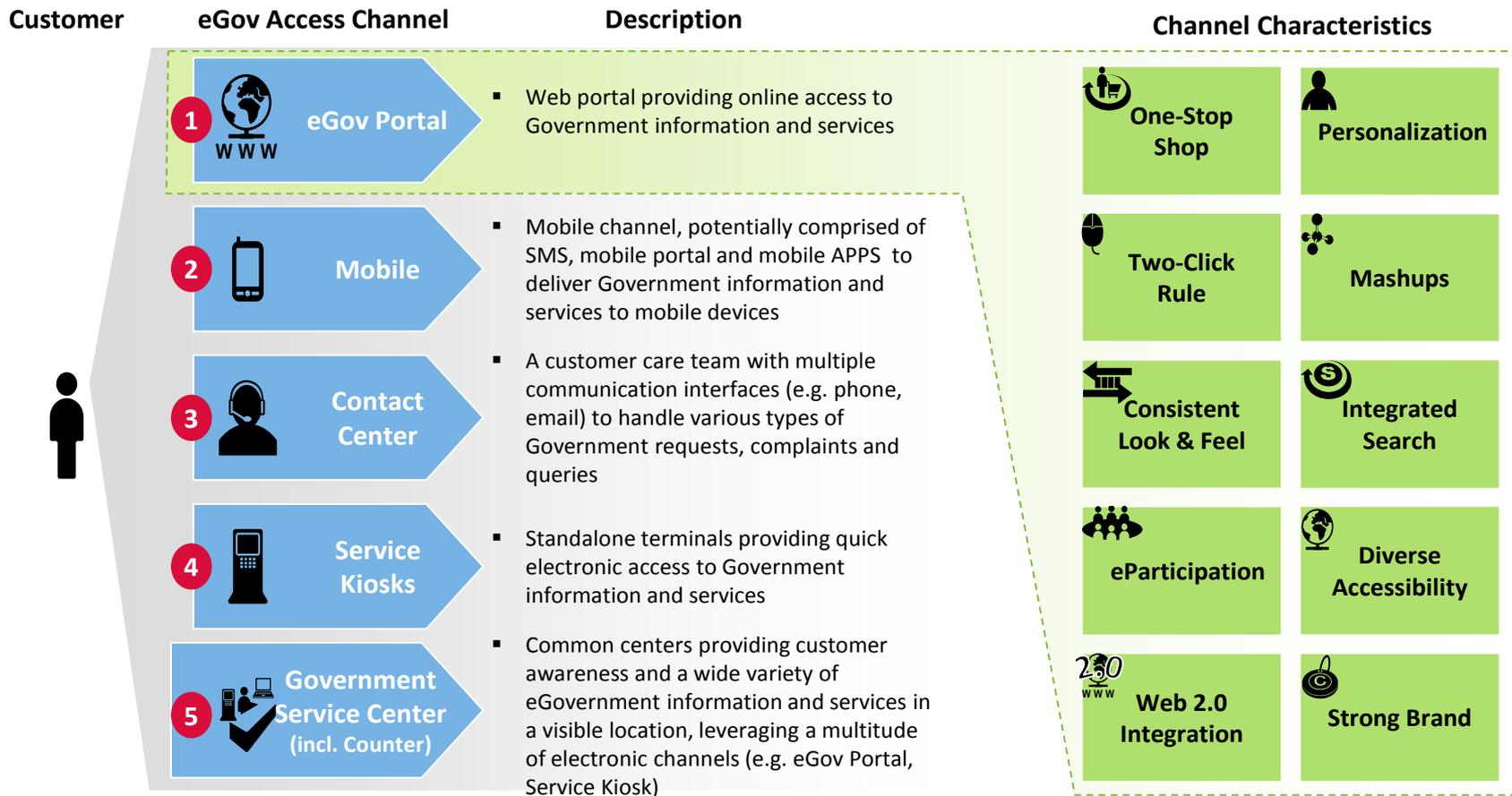


Components / Framework of the Strategy - Usage

Enabling Environment • ICT Penetration patterns & preferences of users • eGov enablers • Government structure • International players • Government initiatives to engage companies to promote ICT • Communication awareness building/branding • eGov RfD	Usage by citizens, Business, Government • Service maturity assessment from a user's perspective • Definition & categorization of eGov services • Maturity in key service areas • Usage experience assessment • Channel strategies & effective channel management • Key service channels • Latest innovative solutions to service delivery • Effective cross-entity service Delivery • Portfolio management
e-Readiness • Vision/aim (8 recent changes in eGov programs) • Governmental entity collaboration Mechanisms • Funding mechanisms • Adoption of shared services units • ICT capability building • Performance management • IT centralization/interoperability • ICT Security standards	Operating Model • Role & responsibilities of MCT & other ministries/agencies • Service offerings of MCT & supporting agencies

Enhance the user experience through best-in-class eGov access channels...

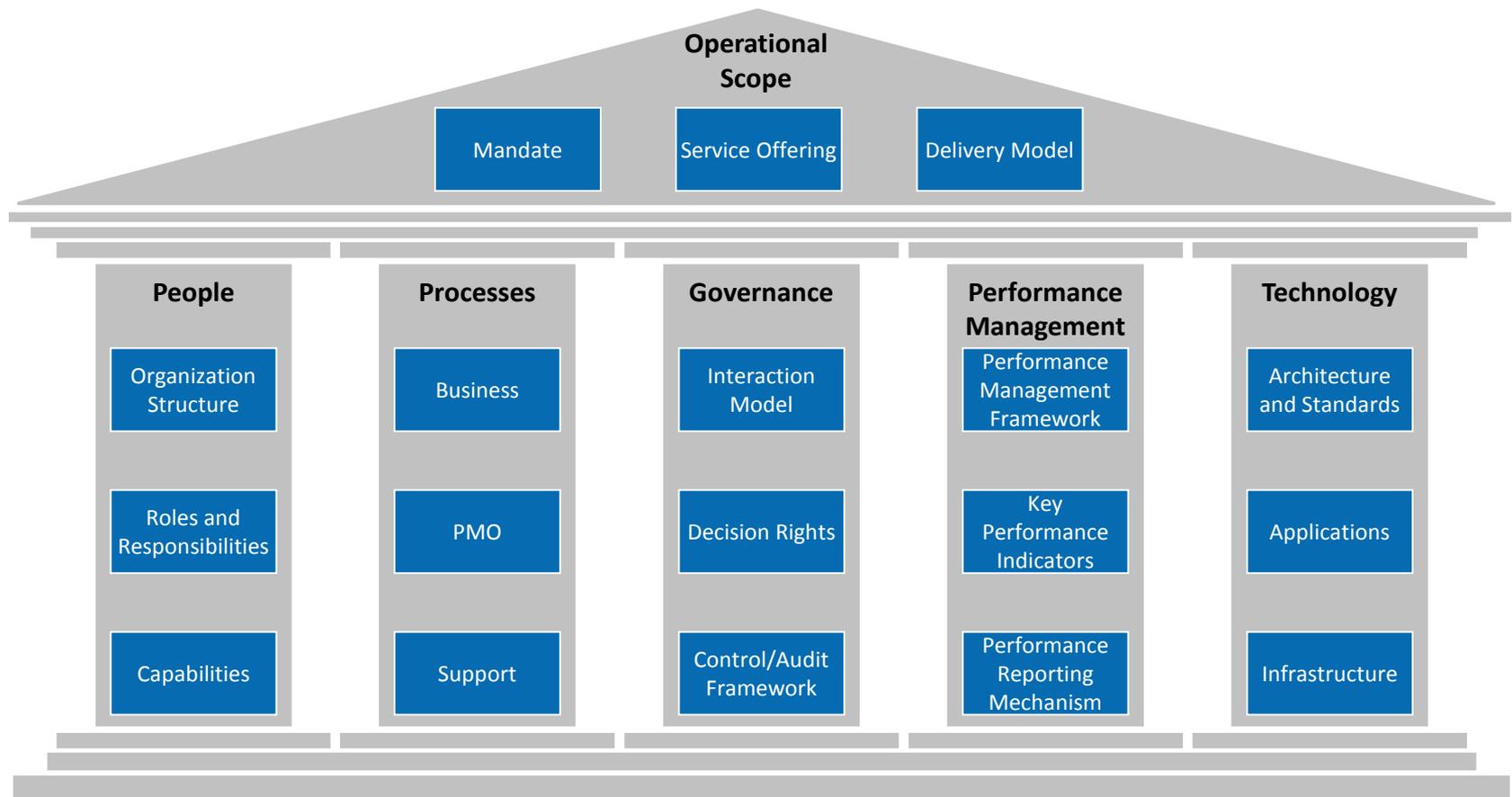
eGov Access Channel Portfolio



Components / Framework of the Strategy – Operating Model

<ul style="list-style-type: none"> • ICT Penetration patterns & preferences of users • eGov enablers • Government structure • International players • Government initiatives to engage companies to promote ICT • Communications awareness building/branding eGov B2B 	<ul style="list-style-type: none"> • Service maturity assessment from a user's perspective • Definition & categorization of eGov services • Maturity in key service areas • Usage experience assessment • Channel strategies & effective channel management • Key service channels • Latest innovative solutions to service delivery • Effective cross-entity service delivery • Portfolio management
<ul style="list-style-type: none"> • Vision/aim (8 recent changes in eGov programs) • Government entity collaboration Mechanisms • Centralization of eGov programs • Funding mechanisms • Adoption of shared services units • ICT capability building • Performance management • IT centralization/interoperability • ICT Security standards 	<ul style="list-style-type: none"> • Role & responsibilities of MCIT & other minister/agencies • Service offerings of MCIT & supporting agencies

The MCIT target operating model is defined along the six dimensions of the reference framework
eGov Entity Operating Model Framework

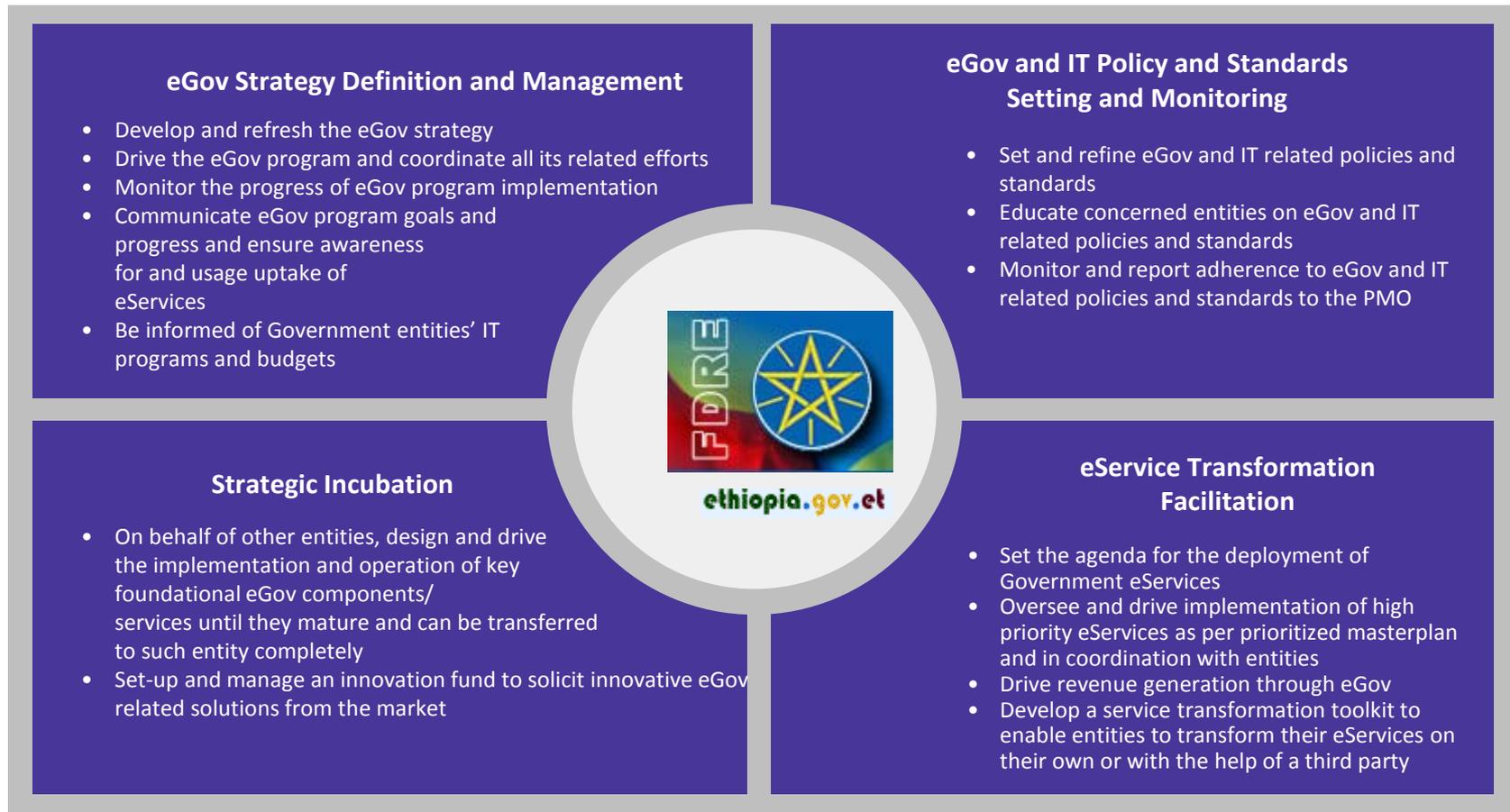


Components / Framework of the Strategy – Operating Model

Enabling Environment <ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov RfP 	Design by citizens, Business, Government <ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Least innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
Objectives <ul style="list-style-type: none"> Victims (i.e. recent changes in eGov programs) Government entity collaboration Mechanisms Centralization of eGov programs Funding mechanisms Adoption of shared services units ICT capability building Performance management IT centralization/responsibility ICT Security standards 	Operating Model <ul style="list-style-type: none"> Role & responsibilities of MCIT & other ministries/agencies Service offerings of MCIT & supporting agencies

MCIT should be the eGov strategist, IT policy and standard setter, service transformation facilitator and strategic incubator

Four Main Roles of MCIT

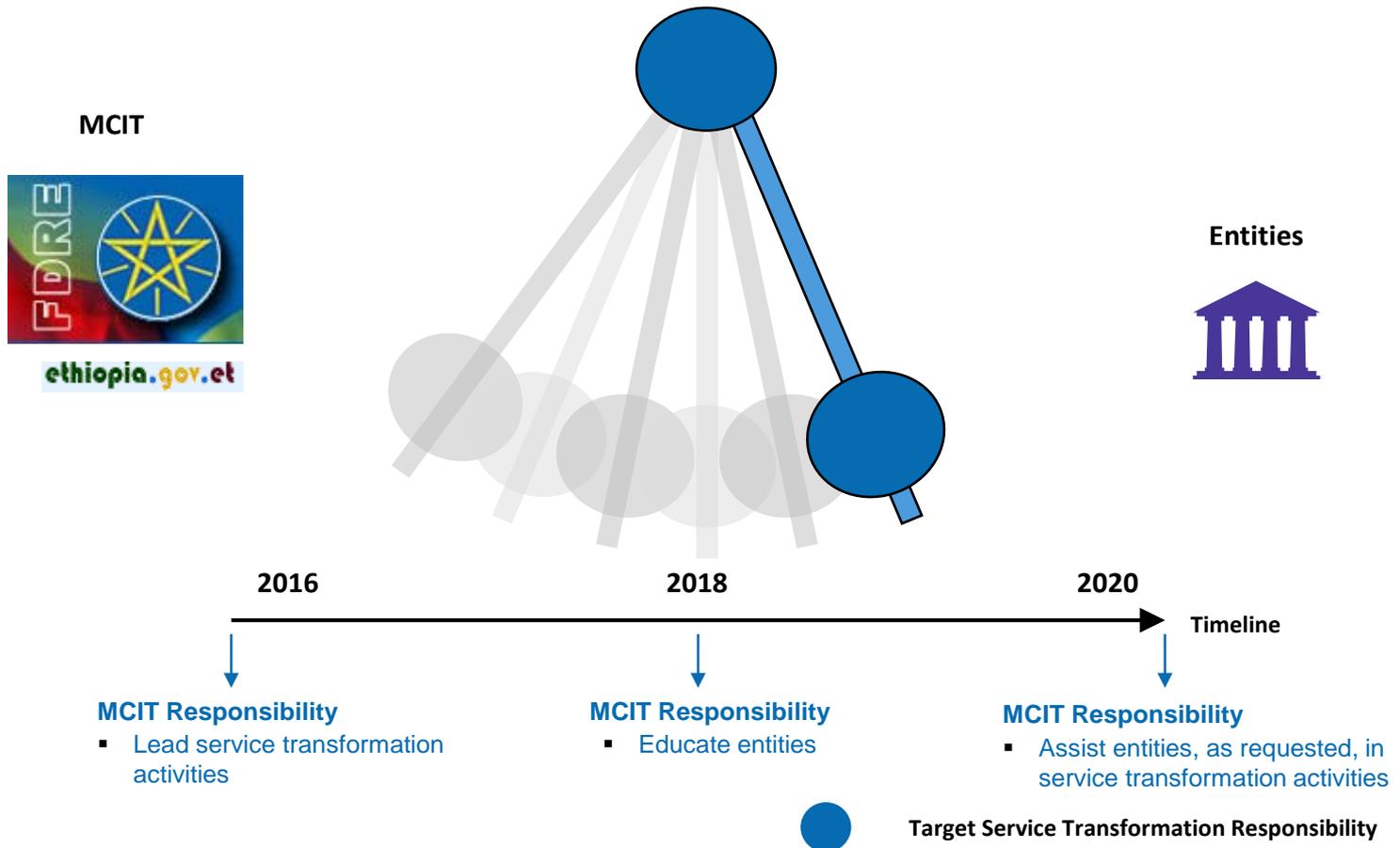


Components / Framework of the Strategy - Operating Model

Enabling Environment <ul style="list-style-type: none"> ICT Penetration patterns & preferences of users eGov enablers Government structure International players Government initiatives to engage companies to promote ICT Communication awareness building/branding eGov RfD 	Usage by citizens, Business, Government <ul style="list-style-type: none"> Service maturity assessment from a user's perspective Definition & categorization of eGov services Maturity in key service areas Usage experience assessment Channel strategies & effective channel management Key service channels Least innovative solutions to service delivery Effective cross-entity service delivery Portfolio management
Enablers <ul style="list-style-type: none"> Vision/aim (8 recent changes in eGov programs) Governmental entity collaboration Mechanisms Centralization of eGov programs Funding mechanisms Adoption of shared services units ICT capability building Performance management IT centralization/interoperability ICT Security standards 	Operating Model <ul style="list-style-type: none"> Role & responsibilities of MCIT & other minister/agencies Service offerings of MCIT & supporting agencies

MCIT should enable entities and gradually shift responsibility for eService transformation to them over the next five years

Shift of Main Responsibility for Service Transformation





Outcomes of the Assessment Phase - Ministry Wise Assessment

Outcomes of the Assessment Phase - Ministry Wise Assessment

- **E-Services provided** : Number of services that are being provided by a ministry via fully automated/online mode.
- **IT Infrastructure capability (ITC)**: Robustness of IT infrastructure in terms of the network connectivity, bandwidth, presence of hardware (clients, servers ,data centers), software applications in use, availability of trained IT staff etc.
- **Status of associated E-Government/ICT project(s)(eGovP)**: Checks if a ministry has successfully implemented (in terms of achievement of 100% of the envisaged scope, efficient project & vendor management) /started to implement/planned but not yet started any eGovernance/ICT related project.

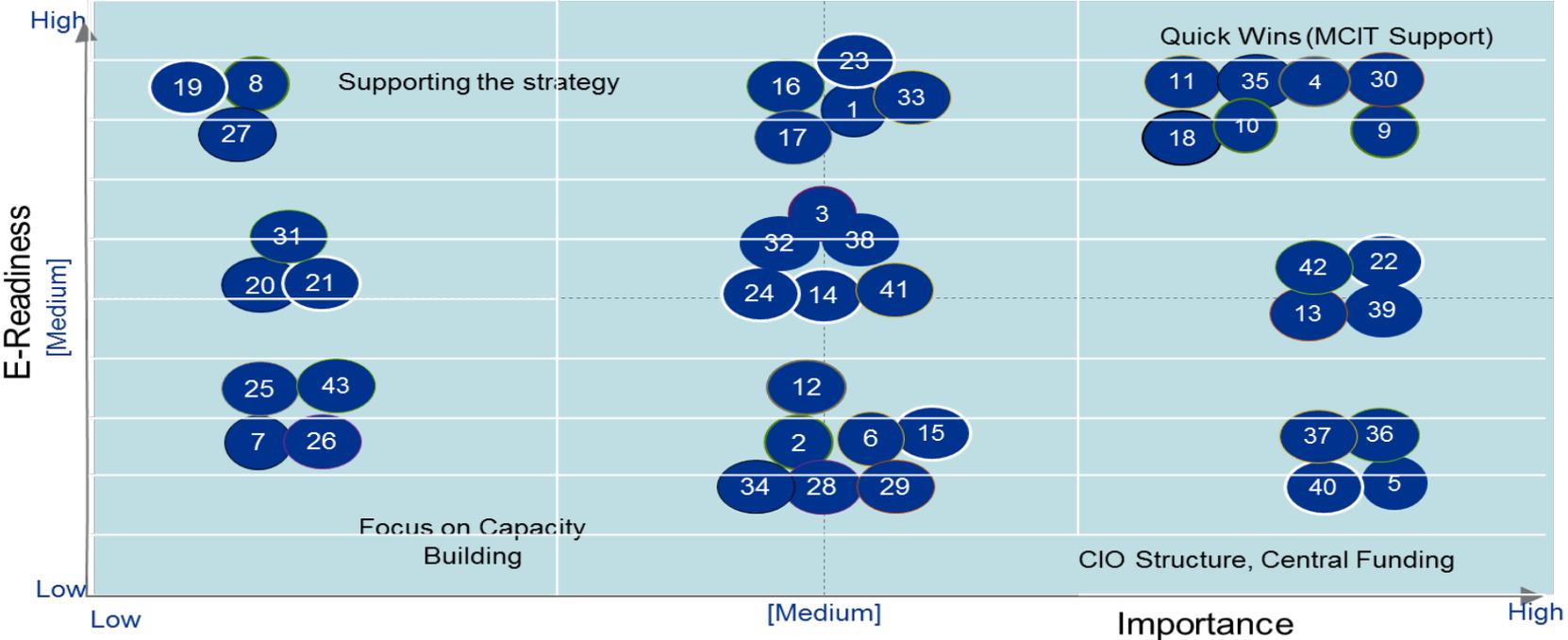
Levels	eServices	ITC	eGov Projects
High	Greater than 50% of the Services	Availability of IT Infrastructure with end to end connectivity and >50% staff having High/Medium level IT skills	Successfully implemented more than 2 projects
Medium	Greater than 20% but less than or equal to 50% of the Services	Presence of IT infrastructure with intermittent connectivity and <50% but >20% staff having High/Medium level IT skills	Successfully implemented less than or equal to 2 projects
Low	Less than or equal to 20% of the Services	Dependent on other ministry/agency for fulfilling IT needs with <20% staff having Medium level IT skills	Planned or started but not yet fully implemented any project

Outcomes of the Assessment Phase - Ministry Wise Assessment

- Services associated with WB's Ease of Doing Business report (SEoDB): Out of the services associated with World Banks' ease of doing business report, the number of services provided by the respective ministry/agency.
- **Number of Customers served (NoC):** Estimated percentage of total population being served by the ministry/agency.
- **Strategic Intent (SI):** Strategic importance of the ministry/agency with respect to the services that it delivers to end stakeholders
- **Alignment with GTP2 (AGTP):** Focus on the ministry/agency in terms of number of areas in which it provides services & also the budget allocated to the focus area of the respective fields according to Growth & Transformation Plan 2. As per GTP2 doc EGOV focus area has ~66%, PARK & CITSRD focus areas have ~ 30% and CBD & PSD focus areas have ~3% of budget allocation over next 5 years.

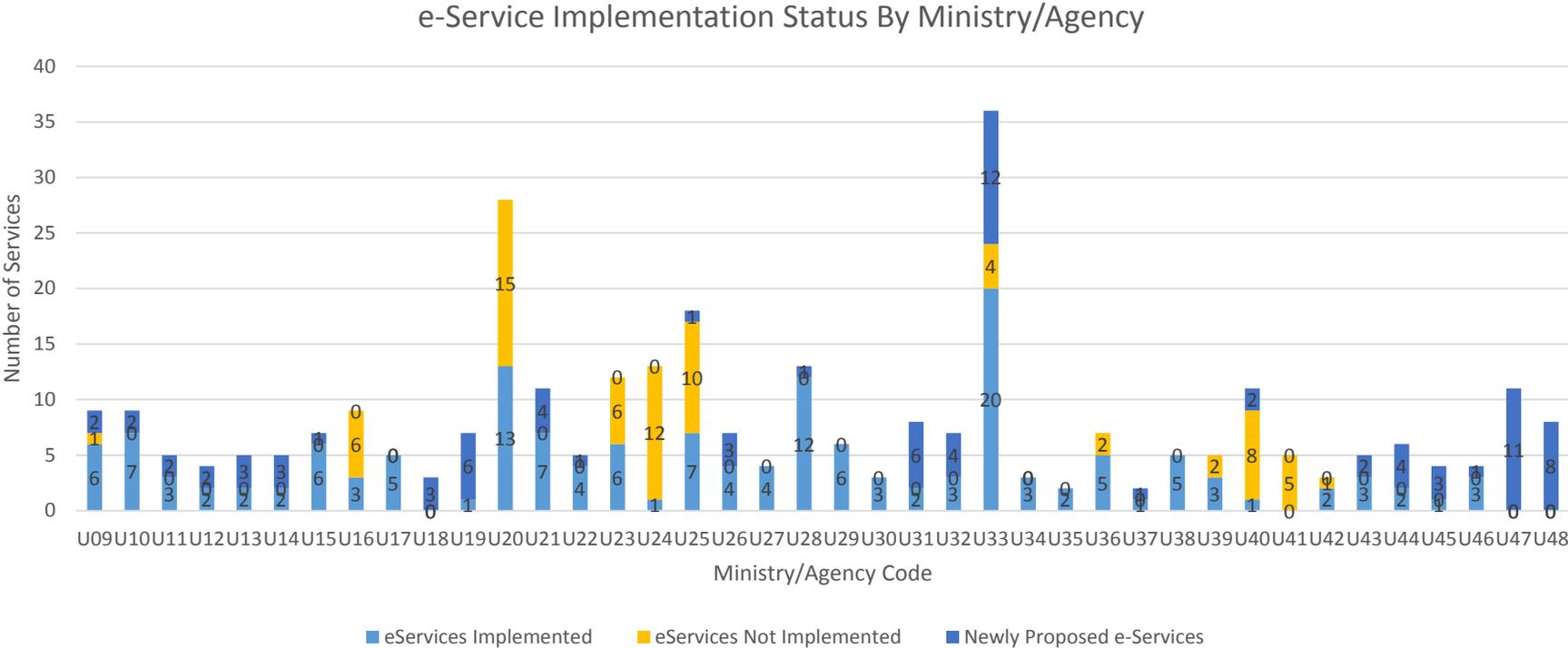
Level	SEoDB	NoC	SI	AGTP
High	Greater than 3 Services	Greater than 70% of the population	Providing services directly to citizens & businesses	Providing services in > 3 fields in EGOV focus area of GTP2 document
Medium	Greater than 1 but less than or equal 3 Services	Greater than 30% but less than or equal to 70% of the population	Providing services to other ministries/agencies	Providing services in > 1 but < or equal to 3 fields in PARK & CITSRD focus areas of GTP2 document.
Low	Less than or equal to 1 Service	Less than or equal to 30% of the population	Performing regulatory & supervisory services with respect to other ministries/agencies	Providing services in < or equal to 1 field in CBD & PSD focus areas of GTP2 document

Outcomes of the Assessment Phase - Ministry assessment



- | | | | |
|--|--|--|---|
| 1. Ministry of Water, Irrigation & Electricity | 14. Ministry of Foreign Affairs | 27. Ethiopian Management Institute | |
| 2. Ethiopian Broadcasting Agency | 15. Ministry of Transport | 28. Federal Institution of Ombudsman | 40. Ministry of Mines, Petroleum & Natural Gas |
| 3. Ministry of Culture & Tourism | 16. Disaster Prevention & Preparedness Agency | 29. Ministry of Industry | 41. Ministry of Justice |
| 4. EthioTelecom | 17. Ministry of Housing & Urban Development | 30. Ethiopian Agricultural Transformation Agency | |
| 5. Addis Ababa Government Vital Events & Resident Services | 18. Food, Medicines & Healthcare Admin & Control Authority | 31. Central Statistical Agency | 42. Ministry of Trade |
| 6. Ministry of Science & Technology | 19. Ethiopian National Archives and Library Agency | 32. Ethiopian Metrological Agency | 43. Ministry of Federal & Pastoralist Development Affairs |
| 7. Government Communication Affairs Office | 20. Federal Auditor General | 33. Ethiopian Electric Utility | |
| 8. Federal Supreme Court | 21. Ministry of Public Service & HR Development | 34. Public Procurement Agency | |
| 9. Ethiopian Postal Service Enterprise | 22. Ministry of Agriculture & Natural Resource Development | 35. Ministry of Finance & Economic Cooperation | |
| 10. Federal Transport Authority | 23. Addis Ababa ICT Development Agency | 36. Ethiopian Railway Corporation | |
| 11. Private Organizations Employees Social Security Agency | 24. Federal Anti Corruption Commission | 37. Ethiopian Energy Authority | |
| 12. Ministry of Children & Women | 25. Ethiopian commodity exchange authority | 38. Institute of Agriculture & Research | |
| 13. Public Servant Social Security Agency | 26. Ministry of Environment, Forest & Climate Change | 39. Ethiopian Revenue & Customs Authority | |

eService Implementation Status by Ministry/Agency



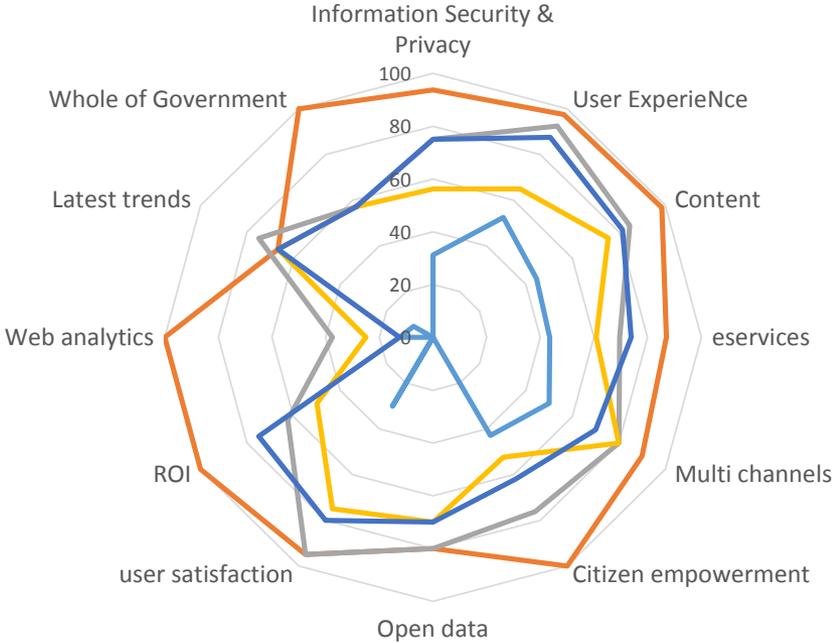
As per our assessment of data availed from 40 government institutions, there are a total of 160 e-services that have currently been implemented, 72 services identified in the previous strategy that have not been transformed and 88 services that have been newly proposed for transformation.

National Portal Benchmark

10 Pillars of Web Assessment

- Information security and privacy
- User Experience (UX)
- Content
- E-services
- Multi-Channels
- E-participation
- Open data
- User satisfaction
- Return of investment (ROI)
- Web analytics

— Ethiopia — Korea — France — USA — Singapore





Outcomes of the Assessment Phase - Project Assessment Framework

Outcomes of the Assessment Phase - Project Assessment Framework

Strategy Objectives Alignment (SOA): While projects are executed, the strategic alignments may be missed out or altered. This may result in project completion, but without alignment to the strategic objectives. Therefore, SOA is considered as a key parameter for assessing the success of projects

Scope Coverage (SC): The projects have clearly articulated scope. The completion of projects ensuring the coverage of scope is considered as another parameter for assessment.

Project Implementation status (PIS): The projects identified in the strategy were to be implemented in various stages. The PIS assesses the stage of implementation.

Room For Improvement (RFI): The projects generally bring out valuable lessons during implementation. Further, regular feedbacks from all quarters including citizens survey, government and business are considered for future improvements. RFI assesses the scope for improvement in the project.

Budget utilization (BU): As in any government project, the completion of the project within the budget is a key indicator of success. BU assesses this aspect.

Level	SOA	SC	PIS	BU	RFI
	Fully Aligned	80%<100%	Completed	100%	Very high
	Majorly aligned, minor deviation	50%<80%	Execution	75%	High
	Mostly aligned & major deviations	30%<50%	Planning	50%	Medium
	Partially aligned & major deviations	0%<30%	Initiated	25%	Low
	Deviated	0	Not started	NA	Nil

Outcomes of the Assessment Phase - Existing project status

Project Name	SOA	SC	PIS	BU	RFI
Community Radio & ICT Centers					
Customer Service Center					
Enterprise Architecture					
Enterprise Service Bus					
eOffice					
eProcurement					
EthERNet					
EthSwitch					
HealthNet					
AgriNet					
ICT Incubation Directorate					
IFMIS					
National Data Center					

Outcomes of the Assessment Phase - Existing project status

Project Name	SOA	SC	PIS	BU	RFI
National Data Set					
National ID Project					
National Payment System					
Online Passport Application System					
Open Data Project					
Public Key Infrastructure					
Revenue Net					
School Net					
Single Window Project					
20 Government Mobile Apps					



Outcomes of the Assessment Phase - Country Benchmarks

Outcomes of the Assessment Phase - Country Benchmarks

Country Selection Approach

1. Countries are ranked above 75 based on the UN, readiness index:

- Brazil
- Russia
- Mexico
- Turkey
- Colombia

2. Countries which are middle income economies as Ethiopia aspire to be a middle income country in the next GTP 2

3. Countries which have a population size similar or comparable to that of Ethiopia



Brazil

- 57 in UN ranking
- 120 in WB Doing Business
- 60 in WB GDP report



Russia

- 27 in UN ranking
- 62 in WB Doing Business
- 57 in WB GDP report



Mexico

- 63 in UN ranking
- 39 in WB Doing Business
- 64 in WB GDP report



Turkey

- 71 in UN ranking
- 55 in WB Doing Business
- 63 in WB GDP report



Colombia

- 50 in UN ranking
- 34 in WB Doing Business
- 77 in WB GDP report

Guiding Topics

A Current Status

B eGov Status

C Strategic Focus

D Lessons Learned

Analysis of case study countries along their trajectories to evaluate adopted strategies and lessons learnt

Outcomes of the Country Benchmark Assessment

Most of countries, have opted for a centralized institutional structure to facilitate interoperability. This institutions sets the direction for e-government and coordinates e-government activities within the framework of the countries development agenda

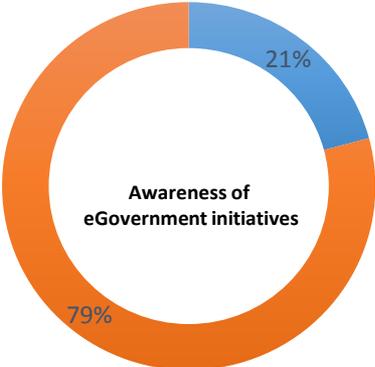
E-government institutions are taking on increasing responsibility for promoting and managing private public partnerships. They focus building capacity to identify, procure, and manage private public partnerships on behalf of the entire government.

The structures and functions of central e-government institutions have evolved in response to the growing decentralization of government services to the state/region and city levels.

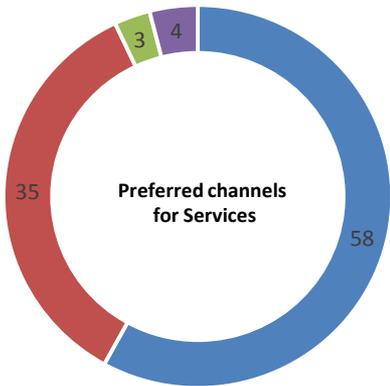
In most developing countries, public resources for e-government institutions have strong influence over ICT resource management, particularly through ICT budgeting and procurement which translate in prioritizing and sequencing of investments in services into reality.

eGovernment Policy and Investment Coordination: Some countries use Policy and investment coordination model where a cross-cutting ministry such as finance ,treasury, economy, budget, or planning has direct control over funds required by other ministries to implement e-government helping integrate e-government with overall economic management.

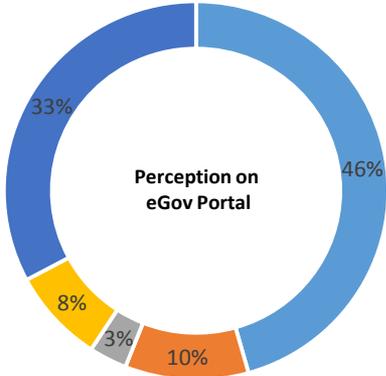
Outcomes of the Assessment Phase - VoC survey - Key Highlights



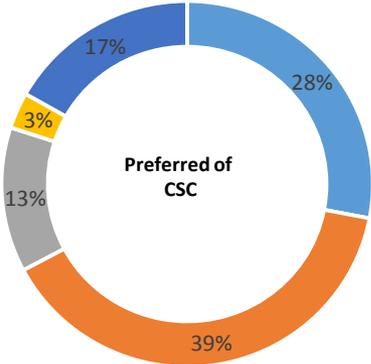
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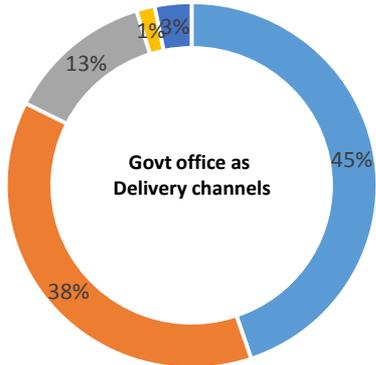
■ Dept Office ■ CSC ■ Mobile ■ NA



■ Poor, lots of improvement
 ■ Good but service delivery can be enhanced
 ■ Good
 ■ i don't know
 ■ No Response

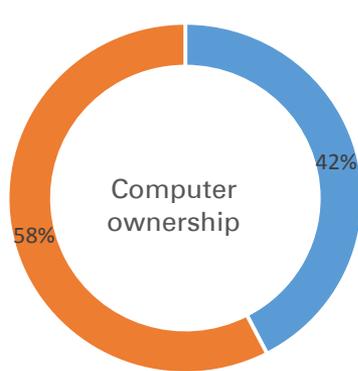


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 ■ No Response

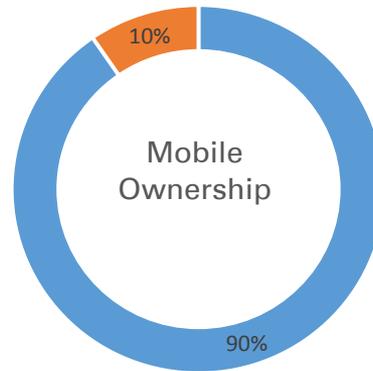


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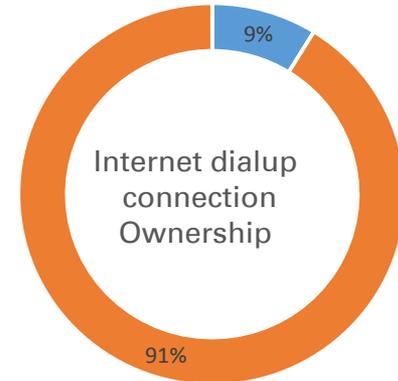
Outcomes of the Assessment Phase - VoC survey - ICT Readiness



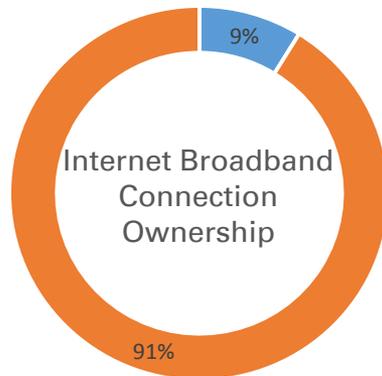
■ yes ■ no



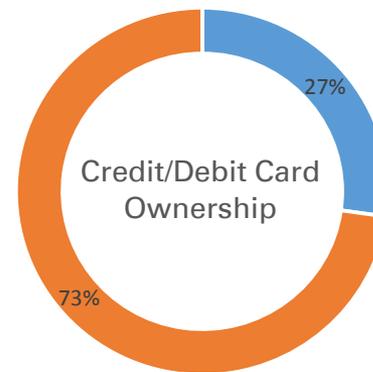
■ yes ■ no



■ yes ■ no



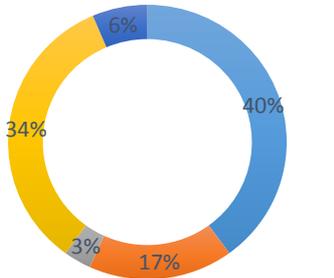
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■ yes ■ no

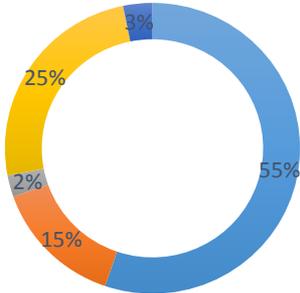
Outcomes of the Assessment Phase - VoC survey - Device / Application Usage

Computer Usage



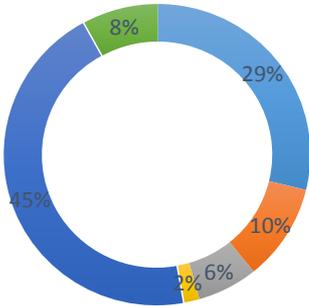
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■ Never ■ No Response

Internet Usage



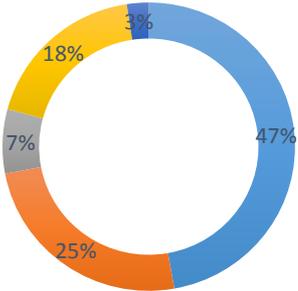
■ Daily ■ Weekly ■ Monthly
■ Never ■ No Response

Email Usage



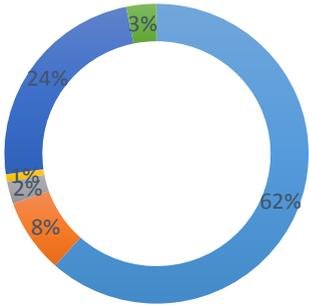
■ Daily ■ Weekly ■ Monthly
■ Yearly ■ Never ■ No Response

SMS Usage



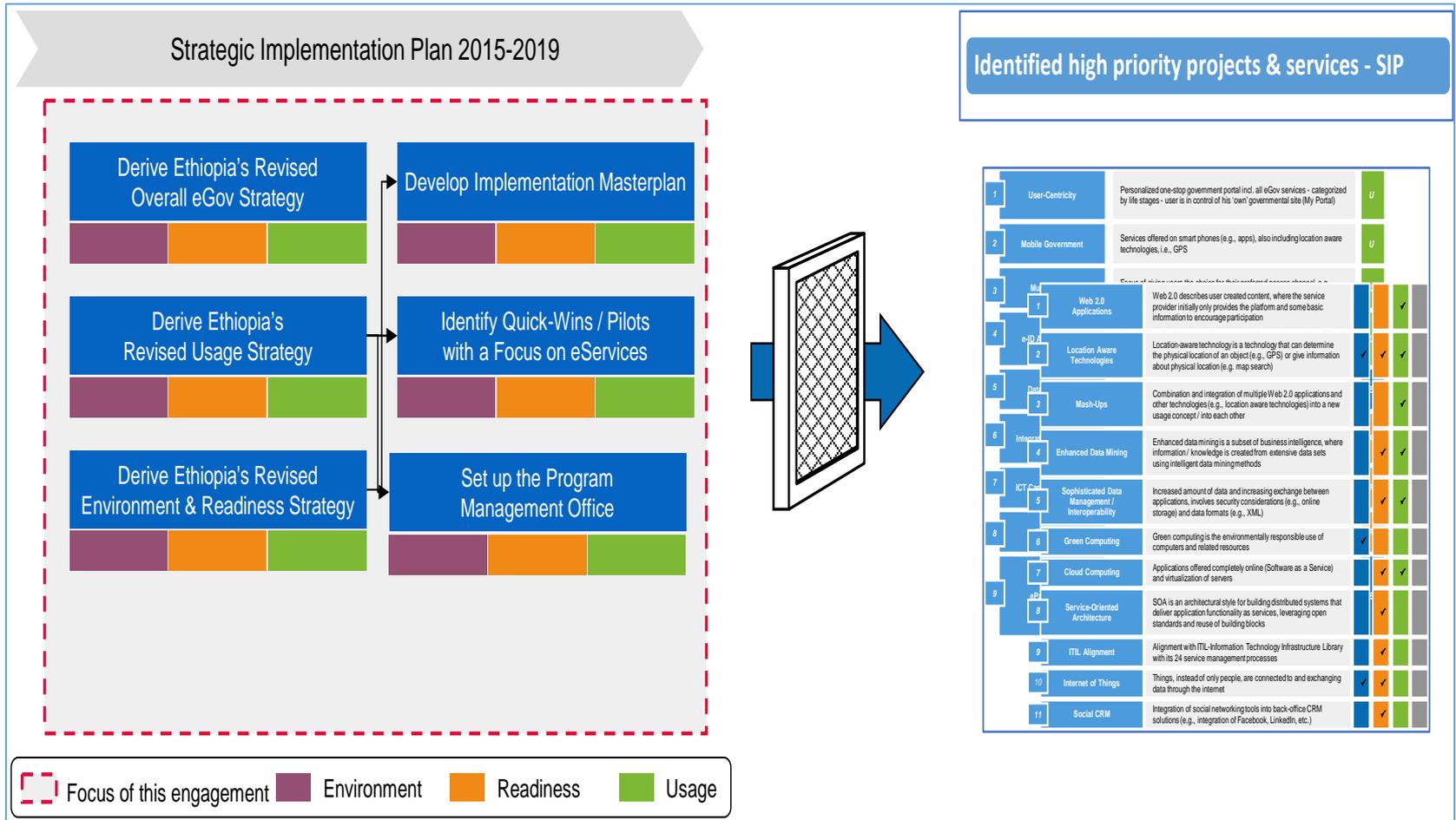
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Mobile Apps usage

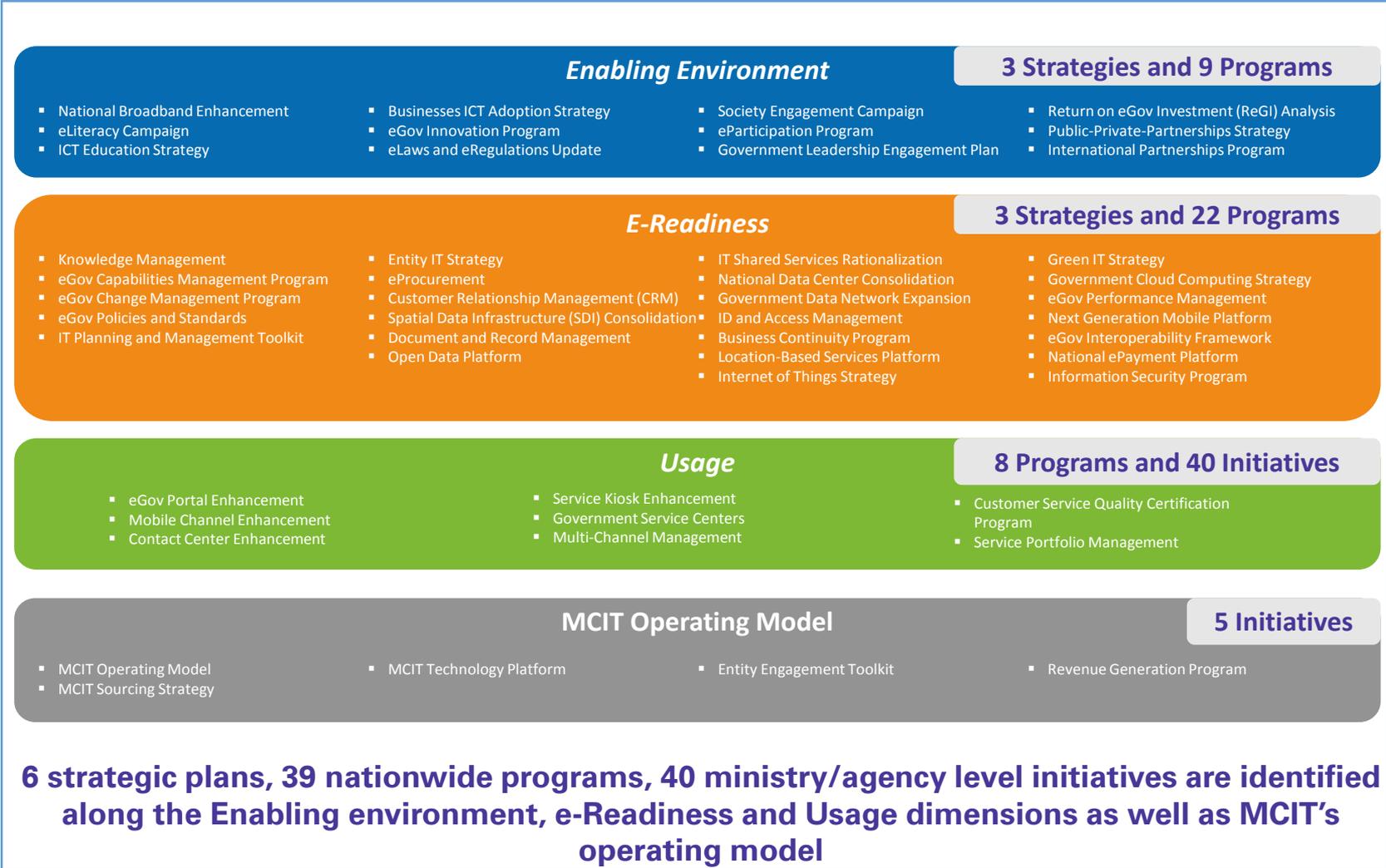


■ Daily ■ Weekly

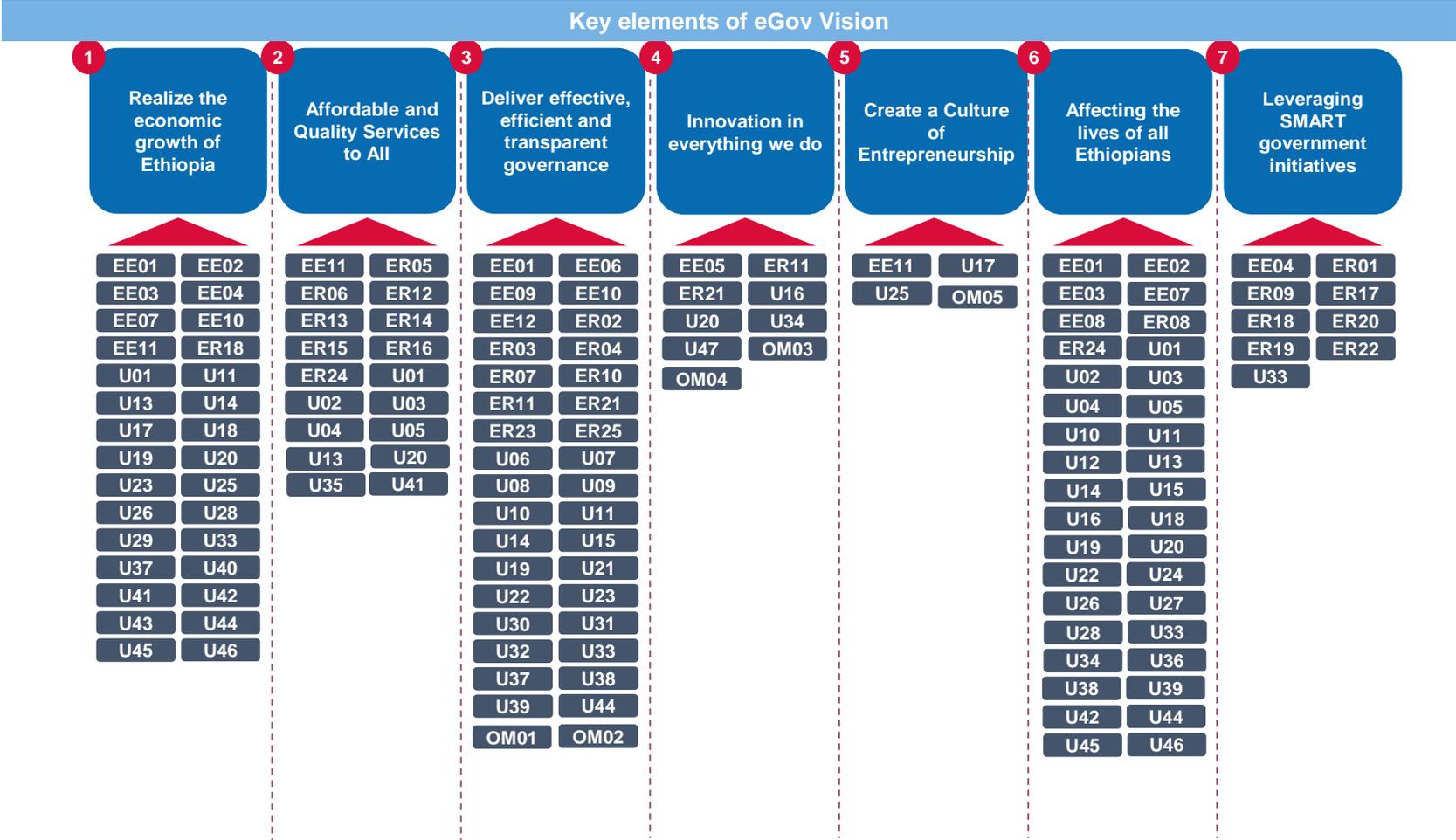
Outcomes of the Assessment Phase - Recommendations



Outcomes of the Assessment Phase - List of Initiatives

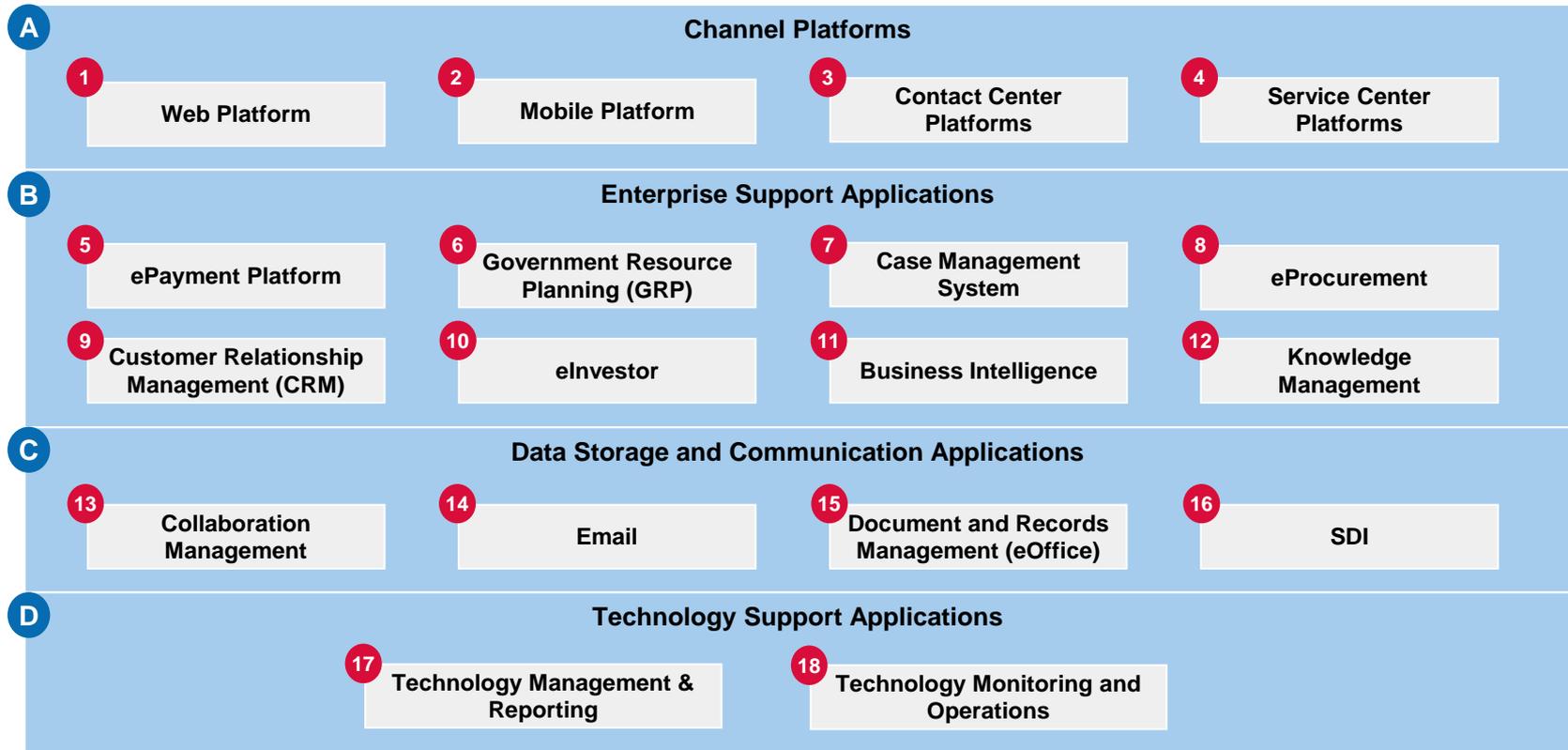


Mapping of Initiatives to the elements of eGov Vision 2020



18 common application types were identified for consolidation, improvement or implementation

Common Applications Overview



Each Initiative was detailed using a Initiative overview and an implementation timeline

Initiatives Templates Overview

Overview Template

	Pillar	Year
Owner		
Stakeholders	Description	
Objective / Benefits		
Deliverables		
Dependencies		
MCIT Cost		
(Entity) Cost		

Description:

- The overview template describes what the Initiative consists of and details the Initiative

Key Elements:

- Description: description of the Initiative and its main components
- Owner: owner of the Initiative
- Stakeholders: stakeholders involved in the Initiative
- Objectives / Benefits: benefits of the Initiative to stakeholders and Government
- Deliverables: deliverables of the Initiative implementation
- Dependencies: Initiatives this Initiative depend on
- MCIT Cost: MCIT's estimated CAPEX and yearly OPEX
- (Entity) Cost: Non-MCIT's estimated CAPEX and yearly OPEX



Key initiatives identified for Enabling Environment

EE 01 National Broadband Enhancement

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT and Ethio Telecom
Stakeholders	<ul style="list-style-type: none"> MCIT ; Whole Government departments,
Objective / Benefits	<ul style="list-style-type: none"> Increased investments to enhance the availability and quality of broadband backbone Increased fixed and mobile broadband penetrations across citizens and businesses Improved Telecom indices (e.g. ITU data.)
Deliverables	<ul style="list-style-type: none"> Assessment of broadband market potential Assessment of current market forces limitations Broadband national objectives Broadband acceleration strategy
Dependencies	<ul style="list-style-type: none"> Ethio Telecom need to support and have policies aligned to eGovernment strategy
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims at developing a national broadband strategy to upgrade and enhance the network infrastructure and increase the uptake of fixed and mobile broadband in the country and also provide free / subsidized bandwidth to citizens for accessing eGovernment services The strategy should be developed based on the national broadband policy and cover the following areas <ul style="list-style-type: none"> Broadband internet data subscription to grow to 39 million from the current 1.46 million subscribers covering almost 45% of the population Mobile internet data coverage is only planned to grow from 8 million to 16.9 million users. This should be enhanced to almost 50% of the population by 2017 and 80% by 2020. Broadband tariffs: broadband tariffs should be revised as to encourage citizens' subscriptions while protecting providers' profitability Government intervention policies and levers should be identified to drive the strategy. This includes but not limited to: <ul style="list-style-type: none"> Providing free wifi zones in government buildings and offices Public wifi in locations like bus stops, parks, etc Strategy should also involve Ethiopia ICT service providers in promoting / driving demand for broadband in the country like more internet cafes with subsidized internet Government to formulate policy for import / local assembly of low cost smart phones Finally, a roadmap for the implementation of the strategy should be developed with the consent and buy-in of the relevant public and private sector stakeholders

EEO2 eLiteracy Campaign

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> MoE, Education Media Agency, Ethiopian Broadcasting Agency, Regional Education Bureau Private agencies
Objective / Benefits	<ul style="list-style-type: none"> Improved eLiteracy of Ethiopian citizens Improved eMaturity indices (e.g. UN eGov - Human Capital) Higher uptake of eServices
Deliverables	<ul style="list-style-type: none"> Detailed analysis of current state of eLiteracy Clearly defined training and campaign plan to improve eLiteracy in different segments of society Process for regular measurement of development and increase of eLiteracy in the country
Dependencies	<ul style="list-style-type: none"> Support from all stakeholders Creation of local language contents
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims at improving eLiteracy rate in the country leading to a higher uptake of eServices To achieve this aim, the following must be realized: <ul style="list-style-type: none"> Assess the eLiteracy level of the different population segments (e.g. blue-collar employees, unemployed, students) and identify key target segments to focus on Synthesize best practices in delivery of eLiteracy campaigns Determine eLiteracy targets (preliminary target of 10,000 nationals to be trained as master trainers) Identify required training and delivery methods (initial list provided in the target model) Two models for the delivery of general ICT trainings to the public should be examined: <ul style="list-style-type: none"> Providing trainings through Government entities (e.g. through community centers) Providing trainings through partnerships with the private sector (e.g. paying training providers a fixed fee per person trained, or subsidizing training facilities with ICT equipment in exchange for training a certain number of nationals) In addition, the eLiteracy campaign should be marketed to kick-start enrolment and inform the public about the benefits of ICT usage Finally, continuous eLiteracy improvement for the overall population should be ensured by continuously promoting its development and measuring its progress on a regular basis

EEO3 ICT Education Strategy

Enabling Environment

Owner	<ul style="list-style-type: none"> MOE
Stakeholders	<ul style="list-style-type: none"> MCIT,
Objective / Benefits	<ul style="list-style-type: none"> Enhanced IT skills of future workforce Increase in skills and number of IT professionals Improved eMaturity indices (e.g. UN eGov - Human Capital)
Deliverables	<ul style="list-style-type: none"> Assessment of current IT curricula in schools, universities and other institutions Target school and university IT curricula IT skills development programs (e.g. exchange programs, scholarships)
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to develop general and specialized ICT skills of the Ethiopia population through improvement of educational programs First, assessments of the current ICT-related educational programs and the current and future demand for ICT jobs in the country should be conducted The strategy should ensure ICT educational programs in schools, colleges and institutional (e.g. vocational training institutes), to be in line with best practices: <ul style="list-style-type: none"> Schools should expand, enhance and integrate ICT into the curriculum of classrooms at primary, intermediary and secondary education levels regardless of education systems (e.g. in public and private schools) Universities should develop intensive ICT curricula and classroom training to provide students with ICT knowledge and skills to meet the needs of the market, and should provide specialized world-class ICT programs for students wanting to specialize in ICT-related domains Universities should also establish ICT-related internship programs, through partnerships between universities and local or international employers, to allow university students to gain real-world experience in ICT-related jobs Universities should develop / facilitate ICT exchange programs in which Ethiopia students can enroll in courses at an exchange partner's programs to gain a new set of knowledge and expertise Vocational institutes should be encouraged to offer specialized ICT vocational training programs that provide a link between formal education and the working world Finally, a roadmap for the implementation of the ICT education strategy should be developed in collaboration with the relevant public and private sector stakeholders such as Ministry of Education.

EEO4 Business ICT Adoption Strategy

Enabling Environment

Owner	<ul style="list-style-type: none"> Ministry of Industries
Stakeholders	<ul style="list-style-type: none"> MCIT Ethiopian Chamber of Commerce
Objective / Benefits	<ul style="list-style-type: none"> Increased adoption and spending on ICT by businesses Increased competitiveness and efficiency of Ethiopian businesses Improved eMaturity indices (e.g. NRI - Business Readiness)
Deliverables	<ul style="list-style-type: none"> Assessment of ICT awareness by Ethiopian businesses Assessment of impediments to ICT adoption by Ethiopian businesses Detailed ICT promotion plan for businesses along infrastructure, financing and other dimensions
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to promote ICT usage of the country's businesses to increase competitiveness in the local and global marketplace and expand current eGov customer base to include more businesses The strategy should assess and build upon the initial plan developed by MCIT GTP 2 to drive businesses ICT adoption The strategy should assess the underlying reasons for the relatively low ICT spend by country's businesses and relatively lower internet usage, and propose solutions through initiatives such as: <ul style="list-style-type: none"> Enhancing affordability of ICT equipment through partnering with vendors to provide credits, leasing options, tax incentives, etc. Increasing awareness of ICT benefits on the workplace and business development (e.g. use of eChannels) through an ICT promotion plan for businesses Provide various ICT enabled platforms like eCommerce, ePayments, eInvestor /eBiz, eHealth, Commodities / Stock Exchange Finally, a roadmap for the implementation of the ICT adoption strategy should be developed with the consent and buy-in of the relevant public (e.g. Chamber of Commerce) and private sector stakeholders

EE05 eGov Innovation Program

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation / Incubation)
Stakeholders	
Objective / Benefits	<ul style="list-style-type: none"> Increased innovation and entrepreneurship in the eGov domain Attraction and development of innovative eGov ideas and solutions Establishment of the image of the country as an eGov innovator
Deliverables	<ul style="list-style-type: none"> Assessment of innovation potential in the country Established infrastructure and mechanisms to support innovation (e.g. facilities, training centers) Established partnerships with organizations (e.g. Angel investors) to support eGov related startups Developed and delivered eGov applications / projects
Dependencies	<ul style="list-style-type: none"> Open Data Platform
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to increase innovation and entrepreneurship spirit in the country with the aim of delivering cutting edge eGov applications by citizens and businesses for the benefit of the public First, an assessment of innovation potential in the country should be conducted covering: <ul style="list-style-type: none"> Demand: for example smart phone and mobile broadband penetration, and customers' willingness to purchase applications Supply: for example availability of entrepreneurs with the right skills/capabilities to develop innovative applications Based on the assessment, innovation support mechanisms should be identified and implemented. This includes: <ul style="list-style-type: none"> Direct funding in the form of monetary support / seed funding which would be allocated to selected projects (expected 5, 7 and 10 projects over three years, with funding of 50,000\$ for each) Indirect funding in the form of logistical and mentoring support (e.g. facility, training, ICT equipment) Furthermore, partnerships with organizations should be established to provide further support in terms of funding (Angel investors, VCs) and training (e.g. Universities, interest groups) Innovation program should be heavily marketed, to attract talent and entrepreneurs with innovative ideas to apply for program Projects are then selected based on certain criteria (e.g. feasibility, attractiveness for Ethiopia market) to be provided with the proper support

EE07 Society Engagement Campaign

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation / Marketing, Customer Care and eLiteracy)
Stakeholders	<ul style="list-style-type: none"> N/A
Objective / Benefits	<ul style="list-style-type: none"> eGov program and eServices shaped in line with customers preferences and needs Increased awareness of and satisfaction with eGov program
Deliverables	<ul style="list-style-type: none"> Planned and implemented customers' needs assessment on a bi-yearly basis Planned and implemented marketing plan / campaign Planned and implemented eGov users' satisfaction assessment on a bi-yearly basis
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to engage citizens and residents in the development of the eGov program and tailor eServices and channels to their needs First, a society engagement strategy should be developed including: <ul style="list-style-type: none"> An assessment of current society engagement mechanisms being utilized by MCIT and their effectiveness Updated customer segmentation using dimensions such as user group (e.g. consumers vs. businesses), geography (residents vs. non-residents), gender, etc. Best practices in eGov society engagement Society engagement operating model including detailed mechanisms, processes, governance and KPIs The strategy should be implemented to ensure: <ul style="list-style-type: none"> Assessment of users preferences and needs through broad (e.g. polls and surveys) and deep assessment mechanisms (e.g. interviews and focus groups), and tailoring of eServices and channels in accordance Awareness campaigning to market eGov services and newly refreshed eGov program, and to establish both eGov and MCIT brands separately. Awareness campaign channels and content (e.g. website, TV, brochures, white papers) should be adapted to optimally reach target audiences Assessment of users satisfaction at program, entity, and service point levels, through mechanisms such as polls, interviews and web 2.0, which would be used to refine or modify certain services or channels

EE08 eParticipation Program

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> N/A
Objective / Benefits	<ul style="list-style-type: none"> Increased involvement of the public in policy setting and in service delivery Increased transparency of Government agenda / actions
Deliverables	<ul style="list-style-type: none"> Assessment of current eParticipation mechanisms Detailed requirements of eParticipation mechanisms
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to engage the public to obtain their feedback and increase their level of participation vis-à-vis important Government matters (e.g. policy setting, communications of law infringements) and to increase transparency of Government entities First, an assessment of current eParticipation mechanisms and practices being utilized should be conducted, and best practices in eParticipation should be identified All mechanisms enabling and supporting eParticipation should be identified including: <ul style="list-style-type: none"> Blogs: frequently updated and chronologically ordered web pages, which include posts such as brief personal thoughts and opinions laid out in paragraphs of information, links, graphics or videos Wikis: set of web pages enabling multiple users with appropriate access rights to create or edit content (e.g. text) Podcasts: Audio or video recordings that are made available for download via web syndication and can be played on electronic devices such as PCs, handhelds and iPods RSS Feeds: web format allowing users to receive automatic updates from other Web 2.0 applications such as blog entries and news headlines Social Networks: online networking platforms allowing registered users to interact with one other by sharing images, files, or videos for social or professional purposes Mashups: combining data and / or services gathered from multiple sources into a single web service or tool Subsequently, the mechanisms most relevant for the country should be selected and detailed based on their purpose and target audience Finally, a list of requirements to implement the selected mechanisms should be fed into the relevant projects / platforms (e.g. blogs enabling Government officials to communicate with the public through eGov portal)

EE09 Government Leadership Engagement Plan

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> N/A
Objective / Benefits	<ul style="list-style-type: none"> Sustained senior political endorsement of eGov program
Deliverables	<ul style="list-style-type: none"> Government leadership communication strategy Engagement events (e.g. roundtables, workshops)
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2015

Description
<ul style="list-style-type: none"> This Initiative aims to engage Government leadership in order to ensure their continuous political support to the eGov program This can be achieved through a communication strategy targeting high level officials within the Government. The communication strategy should: <ul style="list-style-type: none"> Account for MCIT's mandate and role in driving Government modernization and define the what, who, why, how, and when of its communication activities Proactively communicate the objectives and achievements of the eGov program on continuous and ad-hoc basis (e.g. new awards received, key milestones achieved) to clearly illustrate the benefits of the program and the success of the authority in driving it Ensure the institutional setup and capacity building of MCIT's internal communication resources, enabling it to efficiently manage its communication efforts while focusing on its core competencies

EE10 Return on eGov Investment (ReGI) Analysis

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> Ministry of Finance MCIT
Objective / Benefits	<ul style="list-style-type: none"> Clear vision on return on investment of eGov initiatives
Deliverables	<ul style="list-style-type: none"> ReGI framework, tools and measures Process to prioritize, set targets, and assess eGov projects ReGI assessment of pilot projects
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2016

Description
<ul style="list-style-type: none"> This Initiative aims to develop the detailed framework, tools and process necessary to measure the return on investment of eGov projects The ReGI model should capture the financial costs associated with introducing and utilizing eGov services across all stakeholders, including service provider and end-users (i.e. citizens, businesses, other Government entities) The ReGI model should also capture the tangible and intangible benefits along six major dimensions: <ul style="list-style-type: none"> Financial benefits Time savings Social welfare Economic environment Strategic objectives Environmental sustainability To achieve this, a holistic ROI measurement framework should be defined Indicators to measure each project's benefits and costs along all of the framework's dimensions should be identified, and used along with framework to develop the necessary ReGI tools (e.g. input / output excel sheets) Consequently, the ReGI model should be used to measure eGov projects ROI, by: <ul style="list-style-type: none"> Baselining the projects against defined measures Using the model and inputs to generate an estimation of expected ROI Measuring actual vs. expected ROI after project completion Expected ROI of pilot projects should be developed

EE11 Public-Private-Partnerships Strategy

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> Relevant Government entities
Objective / Benefits	<ul style="list-style-type: none"> Reduced eGov costs Transfer of risks from public to private sector Mobilization of new private sector investments Build up of private sector experience, technology and innovation
Deliverables	<ul style="list-style-type: none"> PPP outlook in the country Assessment of PPP potential for current eGov projects Assessment of potential vendor partnerships Selected PPP projects Framework and process for PPP projects selection
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2016

Description
<ul style="list-style-type: none"> This Initiative aims to identify potential eGov projects viable for Public-Private-Partnerships and the best model to implement them An assessment of the maturity of the private sector in delivering ICT/eGov related services should be conducted An assessment of the suitable / applicable PPP models (e.g. joint ventures, BOT) for the Ethiopian market should also be conducted The planned eGov projects which are suitable to be delivered through a PPP should be identified As such, the type of PPP should be specified for each potential project along with a list of potential suppliers A detailed study should be performed on shortlisted combinations of projects, vendors and PPP types, to assess the feasibility and potential returns of the partnerships PPPs with positive returns should thus be negotiated and pursued with the vendors Finally, a framework and process should be devised which could be subsequently used to identify future potential PPP projects Note: the cost of implementing the PPPs is included in each of the project Initiatives budget

EE12 International Partnerships Program

Enabling Environment

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> N/A
Objective / Benefits	<ul style="list-style-type: none"> Promotion of the country eGov agenda on the international scene Exchange of eGov best practices eGov / ICT capability building
Deliverables	<ul style="list-style-type: none"> Mechanisms for identification of partnership opportunities, establishment of agreements and governance of relationships with partners List of International partnerships that should be established
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
E	2016

Description
<ul style="list-style-type: none"> This Initiative aims at identifying international partnerships which could be of benefit for the development and promotion of the eGov program in the country A framework should be devised to categorize current and potential international partnerships based on objectives (e.g. promoting the country, knowledge sharing, capability building) International partnerships should be examined at various levels, such as partnerships with NGOs, Government organizations, and country partnerships As such, the strategy should identify which organization to partner with, and for what purpose. Examples include: <ul style="list-style-type: none"> Forum of Government Innovators (exchange of eGov best practices) U.N. Online Network in Public Administration and Finance (ICT capability building) Partnership with emerging eGov countries (exchanging of eGov best practices and promoting the country) Mechanisms should be set in place to systematically identify partnership opportunities, establish agreements and govern relationships with partners



Key initiatives identified for eReadiness

ERO1 Knowledge Management

E-Readines

Initiative Overview

		Pillar	Start Year
Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation / Incubation), CIO 	R	2016
Stakeholders	<ul style="list-style-type: none"> CIO Government entities 		
Objective / Benefits	<ul style="list-style-type: none"> Improved collaboration and knowledge sharing across Government entities 		
Deliverables	<ul style="list-style-type: none"> Knowledge management strategy Established collaboration and knowledge management platforms 		
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion 		
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 		
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 		
		Description	
		<ul style="list-style-type: none"> This Initiative aims to improve collaboration and knowledge sharing among Government entities First, an assessment is needed to: <ul style="list-style-type: none"> Identify current knowledge management practices and mechanisms in the Government Gauge entities' needs to achieve an effective knowledge sharing and collaborative environment As such a knowledge management strategy should be established in line with best practices addressing the organizational structures, processes, governance and technologies that would enable effective knowledge management practices across the Government In addition, the strategy should define the parameters (e.g. topics of discussion, attendees) of the yearly IT forum which aims to align all stakeholders on upcoming plans, update on progress, and resolve any conflicts Technologies that should be implemented to enable effective knowledge management include: <ul style="list-style-type: none"> Knowledge management solution: a knowledge management system should be rolled-out to allow the storage, retrieval and search of technical and operational know-how across entities transforming them into knowledge-based organizations. Supporting technologies include blogs, contacts management, search engine and knowledge management database Collaboration management solution: collaboration management solutions should be consolidated and extended to other entities and implemented as part of an intranet portal solution, and should allow for functionalities such as correspondence management, self services, and shared applications access Subsequently, a pilot for implementing the strategy across the Government should be conducted at MCIT and select entities, and then extended to include all Government entities 	

ERO2 eGov Capabilities Management Program

E-Readines

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> Relevant Government entities
Objective / Benefits	<ul style="list-style-type: none"> Improved employees skills (with a focus on IT and eGov-related skills) Acquisition and retention of IT and eGov staff Enhanced IT and eGov staff performance mgm't Fair assessment of IT and eGov employees
Deliverables	<ul style="list-style-type: none"> Updated IT organization and pay scale IT and eGov staff recruiting and retention strategy eGov training programs Employee performance management framework IT and eGov employees retention strategy
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> This Initiative aims at developing people capabilities across the Government to support the eGov program First a detailed assessment of current people capabilities in the Government should be conducted Seven topics should be addressed as part of this strategy: <ul style="list-style-type: none"> IT organization: current IT organization set by CSB should be updated and pay scales adjusted accordingly Recruiting: a clear recruiting strategy should be established to attract IT and eGov talent, especially in the domains where skills are scarce. As such, strategy needs to look into areas such as workforce planning, active candidate outreach, targeted recruiting campaigns and talent acquisition models (e.g. network sourcing) Trainings: a holistic training program should be established to bridge the gaps in Government employees' skills. IT employees should be trained to develop the necessary domain expertise (e.g. IT vendor management), managerial (e.g. leadership skills) and general skills (e.g. customer care), whilst training of other employees should be limited to management and general capabilities. BIPA should be ultimately responsible for delivery of trainings, while MCIT helps it in planning and spotting of development needs Employee performance management: a holistic staff performance management framework should be defined including evaluation criteria, performance measurement process, giving feedback and following up. 360-degree appraisals should be further evaluated as the performance assessment tool of choice Employee retention: retention of employees, specifically specialized IT resources should be at top of agenda, and as such the necessary rational and emotional factors for retention should be examined and provided Steering committees: framework for steering committees in entities should be developed (e.g. meeting frequency, stakeholders) to oversee and support the eGov initiatives Finally, strategy findings / requirements should be validated with the relevant stakeholders / entities, to develop the implementation roadmap

ERO3 eGov Change Management Program

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT (Marketing, Customer Care and eLiteracy / PMO)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Facilitated change management across Government entities Government employees aligned with eGov strategy
Deliverables	<ul style="list-style-type: none"> Change management plan Change management implementation Change management toolkit
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> This Initiative aims to overcome Government employees' resistance to change stemming from eGov program and getting them to actively participate and contribute to successful eGov implementation efforts. It also aims at helping Government entities to drive their own internal change management activities related to eGov through a change management toolkit As such, a Government-wide change management plan should be established, along eight levers: <ul style="list-style-type: none"> Defining the change Creating a shared need (i.e. establishing a compelling case for change) Developing a shared vision (i.e. setting a vision of the future, anchored in actions, performance, and results) Leading the change Engaging and mobilizing stakeholders Creating accountability Aligning systems and structures Sustaining the change The plan should be conducted across Government entities, with heavy marketing to accelerate the embracement of the eGov program A change management toolkit should be developed to support Government entities in internal change management activities along the plan's eight levers

ERO4 eGov Policies and Standards

E-Readiness

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Defined policies and rules of engagement to be used by all entities involved in the eGov program Ensured compatibility among Government entity various systems
Deliverables	<ul style="list-style-type: none"> IT policies Architecture blueprints for various IT elements of Government IT solutions Technical standards covering all blueprints Governance framework and communication plan to manage the dissemination and management of the policies and standards
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> This Initiative aims to develop the relevant eGov policies and standards to guide the behavior of Government staff in relevant domains (e.g. IT usage and security) and establish uniform requirements for all Government entities with regards to current or planned IT architectural components Missing / incomplete IT policy domains should be identified, drafted and enacted, including: <ul style="list-style-type: none"> IT sourcing IT development policies IT deployment policies IT security policies IT usage policies Examples of IT security policies include passwords, security incident, firewall security, identity theft, public key encryption and lost or stolen electronic device policies, whilst examples of IT usage policies include internet communications, computer, electronic messaging, domain name management and data backup policies IT architecture and standards are intended to serve as a comprehensive Information Technology (IT) reference for Government entities, and should be developed to provide best practice technology standards and architectural models to help entities design, assess, or enhance their IT setups, along each layer of the technology reference architecture: access and presentation, application, data integration, infrastructure, operations and security layers Finally, each entity, specifically the IT department in it should be trained on / informed of the newly enacted policies and standards

ERO5 IT Planning and Management Toolkit

E-Readiness

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Standardized IT processes across all entities based on best practices Improved IT effectiveness and efficiency within the Government entities
Deliverables	<ul style="list-style-type: none"> Documentation of best practice processes for IT planning and management Tools and templates to support operations for retained IT functions Rollout plans for the IT Toolkits together with other IT process standards
Dependencies	<ul style="list-style-type: none"> Entity IT strategy
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> This Initiative aims to support the Government entities in establishing best-in-class retained IT organizations and processes through enhancing their capabilities in the areas of IT Planning and Management, supported by dedicated toolkits per retained process area Key process areas within IT Planning and Management (e.g. IT strategy, EA, demand management, vendor management) should be first identified and for each area a dedicated IT Toolkit should be developed consisting of: <ul style="list-style-type: none"> Definition of the Toolkit's scope, objectives and benefits Framework for assessing maturity of existing capabilities Best-in-class processes (including activities, inputs and outputs, RACI diagrams, IT organization structure) Rollout plans Selection of tools and templates to support operations for retained IT functions Best-in-class IT process standards (ITIL, CoBIT, ISO 9001) should be analyzed and infused in the IT toolkits where relevant The toolkit should be published and distributed to entities Finally, each entity, specifically the IT department should be trained on using and leveraging the IT planning and management toolkit

ERO6 Entity IT Strategy

E-Readines

Initiative Overview

		Pillar	Start Year
Owner	<ul style="list-style-type: none"> MCIT 	R	2016
Stakeholders	<ul style="list-style-type: none"> Select Government Entities 		
Objective / Benefits	<ul style="list-style-type: none"> Ensure alignment of entity IT and eGov services with business direction and overall eGovernment vision Standardize IT strategic planning across the Government 		
Deliverables	<ul style="list-style-type: none"> Entity Segmentation Framework / Analysis Entity IT Strategies (for large entities) Entity EA blueprints (for large entities) 		
Dependencies			
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 		
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 		
		Description	
		<ul style="list-style-type: none"> The aim of this Initiative is to develop IT strategies and enterprise architectures for Government entities with business, application, technology and data architecture components. Currently, the majority of country Government Entities have no, incomplete or unaligned IT strategies with the overall eGov strategy, and no formalized enterprise architecture to ensure alignment of technology and business By establishing IT Strategies and Enterprise Architectures for entities, the Government can ensure alignment of strategic planning, technology visions and standardization Firstly, entity complexity will be determined based on IT and eGov services, as well as entity needs and performance. Once, baselining of Government entities and services is finalized, a segmentation and prioritization framework will be developed and entities will be segmented to form a strategy rollout schedule For smaller entities, MCIT will provide oversight to guide the development progress of IT strategies and validate alignment to eGov strategy For larger or more complex entities, MCIT will develop their strategies and EA in conjunction with the entities, by establishing joint IT Strategy / EA development teams and leveraging Government strategy and EA approaches and frameworks. Safety features can include Intrusion Prevention System (IPS) to be used to prevent ministry/agency network from intrusion. It will monitor network and system/server activities for malicious or unwanted behavior and will react in real-time to block or prevent those activities 	

E-Readiness

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Reduction in procurement cycle Savings, which are highly dependent on procurement categories (e.g. for office supplies the savings can be as high as 20%) Increase in procurement process transparency
Deliverables	<ul style="list-style-type: none"> Diagnostic report eProcurement Operating Model Target eProcurement System Design Deployed eProcurement System
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> The aim of this Initiative is to deploy a Government-wide eProcurement platform, along with associated processes, governance and oversight of Government tendering and procurement to simplify planning, purchase requisition, bidding and contract management. Firstly, existing solutions should be analyzed as three entities have eProcurement systems and in parallel, MCIT is deploying an e-tendering solution which needs to form part of or integrated with the overall target eProcurement solution. In addition, target business requirements should be gathered from Ministry of Finance An effective eProcurement operating model is required covering ownership, governance (including supplier interaction models) and key procurement processes. The processes should include verification of key procurement data, including cost categories covering assets which can be self purchased through agreements and those requiring further approvals eProcurement system is required, including eProcurement and online supplier channels, reverse auctioning, purchasing, sourcing and tendering modules (based on analysis of the current eTendering solution) and an asset management module The eProcurement solution will enable more efficient purchasing, more effective sourcing and tendering and cost savings in procurement processes and asset management In addition, the Government-wide asset management solution would help track the lifecycle of Government assets Future plans can include creating a vendor management module and centralized procurement approach

ERO8 Customer Relationship Management (CRM)

E-Readiness

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT , Shared Service Entity
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Enhanced customer tracking and analysis 360-degree view of customers throughout interactions Full access to history of all customer interaction with Government entities
Deliverables	<ul style="list-style-type: none"> Customer Relationship Management system CRM operating model, agreements among entities, processes and procedures
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion Service Portfolio Management
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> The aim of this Initiative is to set up a Customer Relationship Management (CRM) system which enables Government entities to better manage their customer interactions through the introduction of reliable systems, processes, procedures and underlying operating model The CRM will have four main functionalities: <ul style="list-style-type: none"> Collaborative CRM, for service / contact center channel optimization, handling queries, complaints etc and allowing entities to follow up on them Operational CRM, for integrating with web and mobile platforms to store records of services carried out Analytical CRM, through customer segmentation and profiling, etc. to enable analytics Customer preferences, status of any applications and surveys and geography-specific services according to customers' needs and location In addition, the CRM will potentially support social CRM in the future (such as online blogs and social networks) The CRM system should be integrated with contact channels and service centers, and be deployed in a shared manner (agent desktop and access to CRM may be needed in other areas, such as international embassies) Processes and governance are required to secure and use customer data By deploying a CRM, the Government will be able to maintain and optimize relationships with customers (citizens, business etc), encouraging new forms of participation and ensuring usage of services and tracking of issues

ERO9 Spatial Data Infrastructure (SDI) Consolidation

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities dealing with spatial data Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Consistent handling of all spatial data - enhanced integration, sharing and usage Common foundation and reusable data for all new spatial data applications Effective governance body of spatial data production and exchange processes
Deliverables	<ul style="list-style-type: none"> Common SDI portal and clearing house solution covering all business, data and technical requirements Governance mechanisms for SDI maintenance and interchange
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to provide a common spatial data infrastructure solution to the Ethiopia Government, including consolidating existing SDI solutions into one single platform for maps information, integrating with service delivery applications for GPS lookups and developing an SDI clearing house mechanism to update and share geospatial data Currently limited Government Entities have their own SDI solutions implemented in house, with limited coordination between them. To develop an integrated solution, various requirements need to be considered, such as: <ul style="list-style-type: none"> Institutional framework (policies, procedures and organizational requirements) Data and metadata standards, covering cadastral, orthoimagery, elevation, transportation, hydrography, Governmental administrative units, land cover/land use, demographics, soils, climatology, air and water quality data Process standards Technology standards (hardware, software, system tools and protocols) Communication channels and cooperative partnerships with data producers/users to allow organizations and individuals from all sectors to work together & share geospatial info Furthermore a governance mechanism should be developed to maintain and interchange SDI data with public maps providers to ensure spatial information is being provided to public sources for easy access from citizen web and mobile clients The service should be integrated with service delivery applications for GPS lookups from access channels

ER10 Document and Record Management

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT Document Authentication and Registration Office
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Increased collaboration across the Government Improved security and standardization w.r.t. information exchange between Government entities Reduced document storage costs, transport costs, printing costs and stationery costs Efficient repository usage
Deliverables	<ul style="list-style-type: none"> Document and Records Management standards (policies, organization, IT) Established Document and Records Management Governance Model Operational Document and Records Management Solution
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to design and implement a Government-wide Electronic Documents and Records Management System (EDRMS) that enables Government entities to transform all documents and records to electronic files and store them in a central repository. Current Document Management system is a search functionality to find out the physical location of catalogued files which can be enhanced into digital mode with eOffice system. The Government-wide EDRMS should be an extension to the Government-wide eOffice solution which aims at promoting the electronic exchange of information between Government entities to enable: <ul style="list-style-type: none"> Automation of today's manual document management and exchange Scanning of all hardcopy documents Management of documents in a central repository through check-in, check-out, storage and retrieval of electronic documents Security and efficient access to documents via predefined access rights Successful deployment of a Government-wide EDRMS requires: <ul style="list-style-type: none"> Policies and Regulations, defining types of content, access/permissions, disposition rules and other related rules (e.g., data sharing and protection, privacy, authentication, communication, freedom of information and public access) Processes, covering the efficient and systematic creation, revision, approval, maintenance and consumption of electronic records and documents Governance, including the ownership and development of Government-wide D&RM guidelines, standard operating procedures, metadata standards and an organization to govern and maintain these standards

ER11 Open Data Platform

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Increased society engagement Increase in usable web and smart phone apps Relatively low start-up cost for the Government Platform for innovation and entrepreneurship
Deliverables	<ul style="list-style-type: none"> Strategic articulation for the open data management (ODM) solution Designed and adopted Open Data strategy Operational ODM Rolled-out training, communication, and transition plans
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to implement a public data hub and strategy for open data, with appropriate ownership, governance, processes, integration capabilities, awareness and marketing The open data strategy would enable transparency towards public data and promote innovation by encouraging the general public and businesses to develop web and smart phone applications based on the public data, exposed application interfaces and downloadable data formats To prepare the target design and awareness for the program, the following will be carried out: <ul style="list-style-type: none"> Investigate exact data sets, including health, geography, environment, financials, employment, energy, IT, social insurance, science, population, maps, public administration, transportation, education, etc and form a rollout plan for their release Develop processes and automated mechanism to update and operate data Develop a governance model to govern and manage the data, ensure entities are providing the data frequently and ensure the data is being used Create a plan for awareness and marketing of the solution to the general public to extract and use the data Implementing the technical solution will be achieved as follows: <ul style="list-style-type: none"> Implement ODM solution with automated mechanisms to feed data into the solution and API's to read the data (publicly) Implement the Open Data Web site (as part of the eGov portal) to enable access to the downloadable and API accessible data sources

ER12 IT Shared Services Rationalisation

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT / Shared Services Entity
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Increased synergies Reduced costs and effort Limited duplication of services /platforms across entities Increased security Increased standardization
Deliverables	<ul style="list-style-type: none"> Shared services strategy
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to produce a strategy for shared services across the Government, building upon and supporting the current efforts by CIO The shared services strategy should focus on service harmonization, including knowledge sharing, standardization and / or consolidation, in order to aim towards a more collaborative and standardized Government Firstly, existing services which can benefit from harmonization will be identified from all government entities, (such as sharing technical development knowledge, platforms such as HRMS or resources / teams) Analysis of impacts (e.g., cost savings, standardization etc) and constraints (e.g. risks, technical or functional constraints) will be used to drive the analysis of deciding the appropriate level or harmonization for services A Shared Services Operating Model is required, covering: <ul style="list-style-type: none"> Shared services ownership - ensuring a clear separation between core business and shared services ownership in the case of an existing entity such as CIO Service catalogue including relevant SLAs Shared services governance, performance management & monitoring Shared service processes, e.g., details on who will plan, deliver, manage & operate services Awareness building Technical hosting model for shared services Shared software and hardware licenses and contracts Shared services can then be implemented (through consolidation, implementation etc)

ER13 National Data Center Consolidation

E-Readiness

Initiative Overview

Pillar	Start Year
R	2016

Owner	<ul style="list-style-type: none"> MCIT , /Shared Services entity
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Improved security Interconnectivity of regional data centers and national data center with Woredanet. Improved operations and maintenance processes efficiency (conducted for multiple entities' systems) Reduced operational costs and emissions
Deliverables	<ul style="list-style-type: none"> Consolidated tier-IV data center
Dependencies	<ul style="list-style-type: none"> Woredanet, National Data infrastructure, Data recovery
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> The aim of this Initiative is to consolidate Government entities data centers and server rooms into a single data center, except for any specific high critical entities who need to have their own data center (such as the Army) Data center should be cloud enabled and able to provide and utilize SaaS, PaaS and IaaS. Consolidation of data centers is required in order to: <ul style="list-style-type: none"> Increase availability, continuity and security through a standardized and upgraded data center (aiming for tier IV standards) Reduced carbon emissions and physical space wasted at entities Consolidated support and increased technology management and monitoring Two major phases are required for this program: <ul style="list-style-type: none"> Establishing a tier IV data center. Options include identifying an existing data center for upgrade, outsourcing, or establishing a public private partnership which can then be used to sell data center space to local businesses in the country of Ethiopia Migrating from existing data centers, and potential decommissioning Implementation of Ethiopian National Data Set (ENDS) creating and centrally managing sets of commonly used data in order to promote data sharing and reuse across the Government enterprise As such, a strategy should be developed to define data center upgrade / consolidation / partnership opportunity, consolidation levels (e.g. physical relocation, functional consolidation, server consolidation, application consolidation), and migration approach

ER14 Government Data Network Integration & Expansion

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> UNDP, MoE – School Net ECRA,- Revenue Net MoE - ETHERNET
Objective / Benefits	<ul style="list-style-type: none"> Increased bandwidth and reliable access to shared services Secure access to services
Deliverables	<ul style="list-style-type: none"> WOREDANET Best Practices and Requirements WOREDANET Speed Study and Recommendations WOREDANET Governance Model Upgraded and Expanded WOREDANET
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to upgrade and expand the current Government Data Network (WOREDANET) in order to connect all relevant entities requiring access to Government services and ensure that speeds and technologies used in the WOREDANET are sufficient for current and future purposes (such as centralization of further services to be 'shared' from the central government data center) WoredaNet is a government network connecting most of the Woreda, regional and federal government offices across the country .WoredaNet is a terrestrial and satellite-based network designed with the primary objective to provide ICT services such as video conferencing, directory, messaging and Voice Over IP, and Internet connectivity to the Federal, Regional and Woreda level government entities. Implementation of national switch (Ethswitch) to work as a clearing platform for payment transactions between financial institutions and promote financial inclusion. The Government data network is getting expanded with the support of Ethio telecom to ensure sufficient speeds are in place Furthermore, effective governance of the WoredaNet is required, to ensure clear SLA's are in place with EthioTelecom, and management / monitoring of the WoredaNet The WoredaNet has to integrate with the existing School Net , EtherNet,, HealthNet and AgriNet and revenue net to enable integration, provisioning of high bandwidth near to the vicinities of the School, Universities and Government Offices. Implementation of PKI for information security.

ER15 ID and Access Management

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT, CIO
Stakeholders	<ul style="list-style-type: none"> Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Ensured authenticity, confidentiality and availability of Government information and related transactions with customers Harmonized and up-to-date security measures Enhanced customer trust and buy-in for eGov Enhanced convenience of information access
Deliverables	<ul style="list-style-type: none"> Extended PKI solution Governance model for effective deployment and administration LMCITI and regulatory framework for PKI deployment Extended NAF solution covering single sign on Updated smart card solution
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to enable secure communications and transactions between the Government of the country of Ethiopia and its customers through the design and implementation of a robust authentication mechanism, configuration of access rights and introducing features that enhance convenience of information or service access The NAF should be further developed to <ul style="list-style-type: none"> Provide authorization possibilities to permit or deny functions for users Allow single sign on access for users The current Smartcard solution should be expanded to be: <ul style="list-style-type: none"> Used by all Government Entities as a method to identify the citizen Fully enabled with the NAF / SSO solution Enabled for ePayments by Government Entities PKI functionality should be expanded to all entities covering key components: <ul style="list-style-type: none"> Digital certificates, encryption, authentication and scalable hardware, software, and telecommunication elements required for the effective use, administration and management of digital certificates PKI policies: developing relevant procedures and practices to be employed in the use, administration and management of digital certificates PKI governance: putting in place the required governance structure and the IMCITI and regulatory framework for registering to issue and validate digital certificates

ER16 Business Continuity Program

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Minimized disruption to Government processes Ensured continuous Government services delivery Ensured successful delivery of eGovernment initiatives Ensured appropriate protection to all country of Ethiopia Government systems and data
Deliverables	<ul style="list-style-type: none"> Target model for Disaster Recovery (DR) site Designed and adopted Business Continuity plan Operational DR site Rolled-out communication and transition plans
Dependencies	<ul style="list-style-type: none"> National Data Center Consolidation Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to develop a Government Business Continuity Plan (BCP) that will minimize the impact of an unforeseen disruption or disaster to ensure the successful delivery of eGovernment initiatives and Government services, and implementing a Disaster Recovery site to support the BCP The functional specifications of the Business Continuity plan will be derived from examining the risk profile of the Government entities, potential impact of a disruption, and international best practices. Although allowing for some flexibility, the Business Continuity plan will ensure the consolidation and standardization of the policy and guidance in rMCITrds to continuity The disaster recovery site must include all key systems from the BCP, based on their current architecture in the main data center(s), relevant redundancy levels, failover mechanisms and data replication mechanisms according to the BCP. Servers may be virtualized, and the data center may be a tier III site To achieve this objective, the country of Ethiopia Government must develop: <ul style="list-style-type: none"> Functional, governance and enabling capabilities that when driven through an operational lifecycle provide a holistic, multidimensional solution to achieving resilience Supporting organizational structures (e.g., mission assurance subcommittee, program management office, risk council, etc.) needed to realize the system Overall strategy and roadmap needed to delineate the path to success

ER17 Location-Based Services Platform

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Enhanced service offering through the directional provisions of spatial and global positioning data Enhanced decision making, particularly as relates to general or emergency planning as well as zoning requirements
Deliverables	<ul style="list-style-type: none"> Target Design and Operating Model for location-based platform Location-based platform with interfaces to all online access channels
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to support enhanced location based and location aware services, such as services which can leverage current and required user positioning in relation to geospatial data, and services that support enhanced decision making (for example emergency planning and zoning) The adoption of location based service delivery will encompass three main areas that will be enhanced and enabled through a location-based platform: <ul style="list-style-type: none"> Current used location extraction (such as from smart phones). Extracting locations based on GPS coordinates should be used by the Government in order to support specific services such as find my closest hospital. Technology requirements depend on devices. For services such as 'fix this pot hole', a picture can be taken by a smart phone which include GPS coordinates in photo data headers. The technology should be chosen in line with the central mobile platform eGov recommendations. Integration with the SDI (CIO GIS Solution) is then required for GPS lookup based on user location Providing map updates (such as buildings, roads, infrastructure) should be enabled through either existing map solutions or purpose developed mobile map applications to external solutions such as Google Maps GPS based search and directions, tracking devices (such as smart phones) in real time based on ongoing GPS coordinates should be facilitated

ER18 Internet of Things Strategy

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Increase in process efficiency Traceability of objects Smarter applications Future innovation
Deliverables	<ul style="list-style-type: none"> Internet of Things strategy Prototype Implementation
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to develop a strategy and prototype solution for the “Internet of Things (IOT)” for the country of Ethiopia. Internet of Things refers to the concept of Internet-enabled objects that interact with each other to create benefit from process change or data analysis, utilizing tiny sensors embedded to enable recognition of the object, and wireless or wired connectivity (such as RFID or NFC) to allow the object to communicate The Internet of Things vision is for ‘thousands or millions’ of objects that humans interact with daily to interact through the internet. This style of “Ubiquitous computing” is a leap forward towards Web 3.0 and the Semantic Web This strategy will identify opportunities across the country of Ethiopia and within the Government specifically, including tracking of Government assets, student identification with schools, smart metering within power and energy, Government cars and transportation, logistics and inventory, smart buildings and energy management surveillance and sensor networks As such, an Internet of Things strategy should be defined which would include: <ul style="list-style-type: none"> Opportunity assessment and prioritization across the country Readiness for the country to adopt Internet of Things 2030 vision for IoT, including high level operating model and roadmap, adoption / awareness plan and a mechanism to grow the “Internet of Things” database Prototype for the Internet of Things in the country This Initiative will position the country at the forefront of technology innovation through evaluation of applicability of current Internet of Things on a national level

ER19 Green IT Strategy

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> country of Ethiopia Ethiopia Public Commission for Environmental Awareness
Objective / Benefits	<ul style="list-style-type: none"> Improved environmental sustainability Reduced energy costs Increase in efficiency
Deliverables	<ul style="list-style-type: none"> Green IT Strategy and Policies Green IT Governance Model and Reporting
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to ensure environmental sustainability in the country using IT. As such a Green IT strategy should be developed to examine policies and practices that would reduce the carbon footprint / CO2 emissions produced from delivering Government services The strategy should examine three areas: <ul style="list-style-type: none"> Greening IT: reducing the environmental footprint of IT equipment (e.g. data center consolidation) Going green through IT: applying green IT solutions to make other activities more environmentally friendly (e.g. teleworking) Green IT governance: ownership, management processes, organizational structures, architectures, policies and controls and supplier management required to ensure success and implementation of green IT strategy Greening IT considerations for the country include developing a Government-Wide green IT certification scheme, ensuring that standards and guidelines are in place for procurement and disposal of IT equipment, data center consolidation, and utilizing thin clients Going green through IT considerations for the country include implementing telecommuting technologies to reduce travel, deploying fleet management and transportation planning systems, BPR, digital archiving, and "smart buildings" Green IT governance considerations for the country include developing Green IT policies, enforcing use of international standards such as EPEAT and Energy star, and publishing a yearly green IT report. In addition, green KPIs, reporting mechanism (through BI), Green IT awareness campaign The Green IT Strategy will be aligned to the wider Ethiopia Public Commission for environmental awareness strategy which focuses on wider public initiatives

ER20 Government Cloud Computing Strategy

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Reduce inefficient investment in systems administration and management Enhance the development of new services Enhance operational efficiency and tailor pricing to requirements Improve technical efficiency
Deliverables	<ul style="list-style-type: none"> Detailed Government Cloud Delivery Model Cloud Service Catalog Cloud Operating Model Manual
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to develop a comprehensive Cloud Computing Strategy focusing on cloud computing opportunities for the country and Government. Cloud computing enables real time access to services (which can include Infrastructure (IaaS), Software (SaaS), Platforms (PaaS) and / or Data (DaaS)), over a network (which can be public, private or hybrid) Currently the country is moving towards a private cloud for its entities, based on the shared services model and centralized data center which will result in several IaaS (such as shared data center, rack space etc), SaaS (such as shared ERP etc) and DaaS (such as the open data program) solutions In addition, the Government should investigate additional cloud computing opportunities such as: <ul style="list-style-type: none"> Private local entity SaaS solutions and IaaS solutions for productivity apps, technology development and hosting for entities Hybrid cloud opportunities for businesses in Ethiopia, including partnership opportunities, shared infrastructure and development hosting and space and security, background checking and other local business SaaS opportunities Public cloud opportunities for the general public in Ethiopia, including SaaS applications for education, agriculture, energy etc, development platforms for DaaS based applications, and infrastructure such as education research network access Potential opportunities will be analyzed and established, cloud solutions will be developed, and an operating model will be developed to establish ownership, organizational operating model, processes and costing models where relevant

ER21 eGov Performance Management

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Measure and monitor the performance of the eGov program across Government entities using a set of analytical, forecasting and reporting functionalities Provide increased strategic planning capability for eGov program leadership
Deliverables	<ul style="list-style-type: none"> Designed and adopted Performance Management framework and associated set of KPIs Target Model for the Executive Information System (EIS) solution Operational EIS Rolled-out training, communication and transition plans
Dependencies	<ul style="list-style-type: none"> Government Data Network Expansion
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to establish a comprehensive Government Performance Management Framework to measure the performance of the eGov program, by implementing a Government-wide Executive Information System (EIS) to provide the analytical, forecasting and reporting functionalities required to track and monitor eGov performance across Government entities The Performance Management Framework should include a comprehensive set of KPIs defined along the <i>Environment</i>, <i>Readiness</i> and <i>Usage</i> dimensions of the country's eGov strategy. KPIs should be identified and defined along six attributes: Category, Measure, Performance Targets, Owner, Frequency and Cost. KPIs include service levels carbon emissions, financials, HR and projects Implementing a Government-wide EIS requires 5 major components: <ul style="list-style-type: none"> Enterprise Integration: An EIS solution should be integrated with the different data sources to enable full automation of the data collection process, through application integration and interoperability standards ETL: It should offer extraction, transformation and loading tools to transform the original collected data from its native format to a standardized format Data Warehouse: The transformed data should be loaded into a scalable data warehouse where all data is maintained in a standardized and documented structure, with staging layers as needed Analytical Tools: The core of an EIS is its analytical tools portfolio that should include statistical packages, data mining, forecasting and scenario planning, as well as OLAP reporting Reporting Tools: The front-end of an EIS is a collection of visualization and reporting tools that should include advanced reporting capabilities and dashboard

ER22 Next Generation Mobile Platform

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Automated and harmonized mobile services Reduced costs and security risks Increased standardization Increased awareness of mobile platform
Deliverables	<ul style="list-style-type: none"> Consolidated basic mobile platform Developed smart phone applications
Dependencies	<ul style="list-style-type: none"> Location-Based Services Platform Mobile Channel Enhancement
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to consolidate existing mobile platforms for mServices, and to develop a central eGov smart phone application for the next generation mobile technology As part of this Initiative, the following efforts are required: <ul style="list-style-type: none"> Service and presentation standardization efforts are required for the current content of the mobile platforms Consolidation is required of current platforms to migrate entities who have attempted to employ their own mobile platforms (i.e., the currently existing mobile platforms from MCIT and MOIC should be consolidated into one common platform) Awareness and usage of the mobile platforms should be increased across entities through BPR and service eEnablement Web redirection for mobile phones should be automated, to increase uptake and usage: services need to be automated through the mobile platform in order to provide a suitable and convenient user experience New central eGov smart phone application(s) need to be developed: the Government needs to cater to the rising importance and popularity of smart phones. The choice of platform should be based on a study, however currently iPhone and Google have the highest growth in market share. The eGov application should initially cover the top-20 services

ER23 eGov Interoperability Framework (Service Gateway)

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Consistent information and data compositions and interchange definitions throughout the Government Solid foundation for business intelligence applications such as Data Mining, Executive Decision Support or Executive Information Systems
Deliverables	<ul style="list-style-type: none"> country of Ethiopia Government Information Reference Architecture country of Ethiopia Government Information Interoperability Framework Governance Plan for ensuring compliance to Information Reference Architecture and Interoperability Framework
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to develop a common Government information architecture and interoperability framework to facilitate consistent and seamless interchange of data/information between all Government entities and with their customers: <ul style="list-style-type: none"> The Information Architecture will encompass a structural design or model at a meta level for Ethiopia Government information to be shared internally within entities or between entities and externally with other stakeholders The Interoperability Framework is to embody principles for the management of Ethiopia Government information across the Information lifecycle value chain namely Plan, Create/Collect, Organize/ Store, Access, Use, Maintain and then if applicable Re-use and Share Information This will provide support to the Single Window Project to improve the ease of receiving approvals to start a business. It will enable communication between applications, protocol conversion capability, business process integration and managing distributed transaction. The Initiative will also address MCIT and administrative requirements in order to effectively operationalize the Governance Model As such, the interoperability framework will include a broader view of Organization, Information, Technology and Governance aspects, and will build upon the current efforts by MCIT including: <ul style="list-style-type: none"> Government Interoperability Framework technical standards SOA based architecture and service definition roadmap

ER24 National ePayment Platform

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities Government Customers (entities, individuals, businesses and employees)
Objective / Benefits	<ul style="list-style-type: none"> Provide reliable and consistent payment services to the country of Ethiopia's population Ensure effective usage of electronic and mobile payments suitable for Ethiopia's population Establish relevant systems, processes, regulation and partnerships to fulfill e / m - payments
Deliverables	<ul style="list-style-type: none"> Payment Baseline / Requirements Assessment ePayment / mPayment Best Practice Implications and country of Ethiopia Demographic Analysis ePayment / mPayment Operating Model ePayment / mPayment High Level Architecture ePayment / mPayment Roadmap
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> The aim of this Initiative is to establish a Government-wide centralized payment platform capable of allowing residents and businesses to transact eGov payments in a secure and easy manner Currently, ePayment is provided through external 3rd-parties, but the technology is neither reliable nor trusted. A payment aggregator platform is currently being procured and will focus on collecting payment requests (via channels, mobile technology and applications) and issuing out to vendors, but only specifies how major payment types (credit & debit cards) will be fulfilled, and does not cover fulfillment of other payment types Firstly, appropriate potential payment types (such as mobile, eBPP, credit / debit, online payments / eBirr etc) will be analyzed and the most suitable recommendations for Ethiopia will be derived based on key demographics and readiness within the country as well as global best practices Target operating model will be defined including: <ul style="list-style-type: none"> Appropriate partnerships with relevant financial service providers and third party providers to process and fulfill payments Governance structure and mechanisms to ensure successful and secure payments including IMCITI and regulatory assurance Pricing structure and projected financial assessment KPIs and performance management to ensure usage and success Training, awareness and marketing to customers to increase usage Organization changes to handle reconciliation and accountability Enhanced IFMIS system with integration with all banks.

ER25 Information Security Program

E-Readiness

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government Entities
Objective / Benefits	<ul style="list-style-type: none"> Security, availability and integrity of Government information Common standards and guidelines for information security across Government entities
Deliverables	<ul style="list-style-type: none"> Government information security strategy Government-wide information security policies, standards and guidelines Entity-wide information security policies, standards and guidelines
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
R	2016

Description
<ul style="list-style-type: none"> This Initiative aims to implement a comprehensive information security program to ensure security, integrity and availability of Government information An assessment of current Government information security maturity will initially be conducted across Government and at the entities level, covering relevant people, processes, governance, and technology aspects Based on this assessment and benchmarking of global practices, the following will be developed: <ul style="list-style-type: none"> Information security strategy including vision and objectives, operating model, implementation roadmap, and governance framework Government-wide information security policies to formalize program, and standardize key procedures, technologies and compliance activities Government-wide information security standards and guidelines (e.g. infrastructure physical access control) Select teams within entities will be trained on the interpretation of developed policy, standards and guidelines, and their effective implementation Within the context of this security program, each entity will then develop: <ul style="list-style-type: none"> Entity-specific policies and procedures based on the overarching policies and standards Entity-specific architecture / blueprint including network, physical and application security design Entities will also be responsible for training its employees on information security responsibilities and implementing the security measures



Key initiatives identified for Usage

U01 eGov Portal Enhancement

Usage

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Ensured consistency of eGov portal to entities website Improved portal design Improved one-stop-shop concept, with no duplication on entity websites to avoid confusion Leverage of reusable and shareable components to reduce costs and minimize duplication
Deliverables	<ul style="list-style-type: none"> Migration of select e-Services to eGov Portal upon approval New look & feel for eGov Portal and entity websites Entity website toolkit Enhanced eGov Portal functionalities Single Government domain (including Amharic)
Dependencies	<ul style="list-style-type: none"> eParticipation Program
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on developing a more customer-centric eGov Portal and entity websites with a personalization according to demographic groups (e.g., woman, children, elderly, blue collar, etc.) Key e-Services should be migrated to the eGov Portal <ul style="list-style-type: none"> Other entity websites services can progressively be migrated to the common portal platform, on a case-by-case basis The current look & feel of the eGov Portal should be retailored and be refreshed to appeal to the majority of the population, leveraging customer feedback during the redesign A standardized website kit should be developed to ensure that the new look & feel (e.g., layout, use of features, branding, use of features, etc.) is applied uniformly across all entity websites, while allowing for entity-specific branding Enhanced functionalities on the eGov Portal should be developed, including: <ul style="list-style-type: none"> Expanded search, offering search narrowing Tight interoperability between private Web 2.0 sites and eGov Portal should be ensured (i.e., data synchronization) Mashups, interlacing Government information with third party services, should be further leveraged (e.g., Google Maps) Personalization through layout customization, personal document repositories, bundles of functionalities and individual reminders Other local languages and layouts for people with special needs eGov Portal governance, processes and organizational operating model should be developed A single domain should be used, including an Amharic domain if necessary

U02 Mobile Channel Enhancement

Usage

Initiative Overview (1/2)

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Facilitated use of mobile services for customers, leading to more frequent and larger utilization base Added value of service through mobile-centric functionalities (i.e., location-based and identification-based)
Deliverables	<ul style="list-style-type: none"> Simplified mobile services Location-based mobile services Identification-based mobile services
Dependencies	<ul style="list-style-type: none"> eParticipation Program
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative centers on enhancing the Government's mobile services through simplification and more mobile-oriented functionalities The initial use of transactional mobile services should not require registration when possible, but rather inherit information directly from a customer's eGov profile without customer reentry Mobile services and payments should be further reengineered to simplify the customer experience, specifying for each service: <ul style="list-style-type: none"> List of activities Mobile functionalities per activity Mobile mediums (e.g., SMS, Mobile Portal, Mobile Apps) Mobile services should be enhanced to offer location-based services, such as: <ul style="list-style-type: none"> Traffic conditions, Parking availability Nearest hospital, Blood details Mobile services should be enhanced to offer identification-based services, such as: <ul style="list-style-type: none"> Passport expiration date notification Traffic violation payment Partnerships with players in the mobile software market (e.g., iOS, Windows Mobile, Blackberry OS, etc.) should be considered for maximum adoption of mobile application The Initiative should assess the possibility of developing a mobile application platform to encourage developers to work on eGov applications, if it is consistent with data privacy regulation

U02 Mobile Channel Enhancement (cont'd)

Usage

Initiative Overview (2/2)

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Facilitated use of mobile services for customers, leading to more frequent and larger utilization base Added value of service through mobile-centric functionalities (i.e., location-based and identification-based)
Deliverables	<ul style="list-style-type: none"> Simplified mobile services Location-based mobile services Identification-based mobile services
Dependencies	<ul style="list-style-type: none"> eParticipation Program
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> Further enhancement should include the development of specific mobile applications with a higher degree of personalization. mGovernment allows users to interact with the authorities wherever they are Some best-practice applications for guidance: <ul style="list-style-type: none"> Augmented reality for Ethiopia locator (using location-based technology and camera device) M-parking (registered driver can log in and log out a parking space using a mobile phone, the fee is automatically charged to the driver's account, and receipt is sent via SMS) Queue ticket on mobile Mobile payments using e-wallet e2Campus (allows school administrators to send a message to ten or tens of thousands of people within minutes) MDCoder Capture (allows doctors to access a central billing system through mobile devices to ensure efficient and speedy processing) SMS for people with hearing disabilities (citizens with hearing problems can be contacted by the police with SMS) More efficient garbage collection via SMS (reports need for cleaning services in given areas) Search for missing children / citizens (when police are searching for missing person or criminals, SMS message will be sent to registered bus and taxi drivers. includes relevant information such as description of the person and possible location to be aware) Mobile as IMCITI identification (passport, ID)

U03 Contact Center Enhancement

Usage

Initiative Overview (1/2)

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> One-stop contact center for customers Enhanced support and entity integration to provide a seamless customer experience Flexible service delivery for customers Contact center integration with CRM
Deliverables	<ul style="list-style-type: none"> Government-wide integrated contact center Tiered contact center support High availability of contact center Flexible communication mediums
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on expanding the Government's contact center offering in terms of its level of support and overall provision The contact center should provide integrated support: <ul style="list-style-type: none"> All or the vast majority of Government services (e.g., payments) should be supported, thus increasing from the 20 services to be supported by November 2010; the contact center CRM should thus be integrated with services cross-Government. At least 30 entities should be participating in Year 1, with further roll-out The contact center should initially provide first-level assistance and guidance for customer queries; second level assistance will also be provided, through interaction and follow-up with Government entities on queries not resolved through first level assistance The contact center should be available 24/7, potentially using outsourcing for off-hours support The contact center should be fully functional in both English and Amharic Second level processes should be based on clear service promises, incl. to get back to users with proper level support after a maximum duration of 2 business days

U03 Contact Center Enhancement (cont'd)

Usage

Initiative Overview (2/2)

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> One-stop contact center for customers Enhanced support and entity integration to provide a seamless customer experience Flexible service delivery for customers Contact center integration with CRM
Deliverables	<ul style="list-style-type: none"> Government-wide integrated contact center Tiered contact center support High availability of contact center Flexible communication mediums
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> The contact center could provide agent and interactive voice response (IVR) support for other local languages (e.g., Amharic, Oromia for specific relevant services) as the volume of requests increases The contact center functionalities will have to handle multiple communication mediums like phone, SMS, email and web interface (i.e., self-care services available through the eGov Portal, such as case status) Contact center governance, processes and organizational operating model should be developed The contact center strategy should be aligned with the Government-wide CRM strategy

U04 Service Kiosk Enablement

Usage

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Focused number and location of services kiosks to maximize customer uptake Enhanced experience for target customers Cross-Government synergies in service kiosk operations Sustainable model going forward
Deliverables	<ul style="list-style-type: none"> Number and prioritized locations of service kiosks Targeted manning of service kiosks Cross-Government entity identification PPP model assessment Identification aligned with Government smart cards
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative serves to enable the Government's service kiosk offering based on a targeted strategy to enhance the provision and customer experience of service kiosks A targeted placement strategy should be developed, specifying the optimal number and prioritized locations (e.g., Government buildings and commercial areas identified on a map) to consider for service kiosks in Ethiopia In addition, the customer experience should be facilitated for a broader audience by defining select service kiosks that should be manned in a targeted fashion (e.g., locations, hours), in accordance with needs of target customer segments, especially low income population Multiple entities should be selected to offer a broad range of services via the service kiosks; customers can query the service kiosks regarding office locations, information / documentation required for a Government service or the status of their applications, as well as other services such as inquiring about bus schedules and fares and purchasing tickets Identify a suitable PPP partner to ensure proper service levels, responsiveness and service scope (e.g., beyond payments) in a sustainable fashion Identification should eventually be possible using Government ID cards Service kiosk governance, processes and organizational operating model should be developed

U05 Government Service Centers - Outsourced model

Usage

Initiative Overview (1/2)

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Overall Cost (MCIT / Entity) effective deployment and operations of over the counter Government interactions Consistent service delivery One-stop customer experience Scalability with respect to eGovernment maturity
Deliverables	<ul style="list-style-type: none"> Number and location of centers Delivery models of centers Service scope of centers to be offered Multi-channel definition Counter area design toolkit
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on transforming the current common service centers into a consolidated one-stop shop, Government-wide service centers providing a large array of services through several mediums to customers The number and location of Government service centers should be defined, taking into consideration the existing diversified delivery centres like (e.g., within post offices and Government buildings) Flexible delivery models (e.g., fixed locations versus mobile telecenters) should be developed Government-wide consolidated centers, in addition to specialized entity centers, should be leveraged Multi-channel support with the Government service center (e.g., eGov Portal, Mobile Portal, Service Kiosks, counters) should be offered The design (e.g., signage, furnishing, interior design, staff appearances) within the Government service centers should be consistent and tailored to target customers when possible Accessibility to the building and internal facilities should cater to people with special needs Additionally, counter area designs should be optimized (which should also be applied to entity counters) by developing a counter area design toolkit (e.g., queuing systems, accessibility for people with special needs, standardized design)

U05 Government Service Centers - Outsourced model (cont'd)

Usage

Initiative Overview (2/2)

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Overall Cost (MCIT / Entity) effective deployment and operations of over the counter Government interactions Consistent service delivery One-stop customer experience Scalability with respect to eGovernment maturity
Deliverables	<ul style="list-style-type: none"> Number and location of centers Delivery models of centers Service scope of centers to be offered Multi-channel definition Counter area design toolkit
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> A comprehensive staff training and certification program should be developed to help ensure quality of service across a wide array of Government services Government service center governance, processes and organizational operating model should be developed, incl. clear service promises and demanding service standards, e.g., opening hours, and support on site, and feedback complaint management in place; making the Government service center a role model for best-in-class physical Government service delivery A pilot project should be designed to shift from the current business model towards the Government service center model Expansion of Community Radio and ICT Center Networks to expand the range and reach of services and provide access to information.

U06 Multi-Channel Management

Usage

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Increase in use of high-priority Government channels Greater Government return on investment for electronic channels Catering of channel portfolio to core customer segments
Deliverables	<ul style="list-style-type: none"> Channel traffic data definition and streamlined view Stakeholder agreement on high-priority channels Overall Cost (MCIT / Entity) and potential savings assessment Identification of core customer segments per channel Identification of application levers and guidelines
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on developing the Government multi-channel strategy for the country of Ethiopia in order to stimulate customer traffic from low to high priority channels Minimal data sets should be defined and implemented to be measured across each Government access channel (e.g., channel information, customer profile information) for the purpose of measuring channel traffic over time A methodology and mechanism to streamline data collection and analysis across various channels should be implemented, enabling timely analysis of channel traffic High-priority channels should be identified for both the Ethiopia Government (e.g., based on alignment with eGov strategy, provisioning complexity, provisioning cost) and customers (e.g., based on capabilities, channel access time, channel execution time, security, user friendliness, channel breadth, channel cost and buzz) A cost analysis per channel should be performed in order to estimate the potential pool of savings, which can subsequently be used as incentives to help shift customer traffic to high-priority channels Core customer segments for each channel should be identified in order to assess the need to keep each channel and set realistic targets for traffic thresholds Usage analytics should be installed to improve targeted delivery by segment (categorized by population segments, situations, types of services, etc.) Levers for the Government to shift traffic towards preferred channels should be defined (e.g., ICT training, channel location, service optimization, security, GUIs, cost subsidies, marketing, service provisioning policies, kiosks, availability, fees, bulk delivery and award programs), and guidelines provided

U06 Multi-Channel Management

Usage

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Increase in use of high-priority Government channels Greater Government return on investment for electronic channels Catering of channel portfolio to core customer segments
Deliverables	<ul style="list-style-type: none"> Channel traffic data definition and streamlined view Stakeholder agreement on high-priority channels Overall Cost (MCIT / Entity) and potential savings assessment Identification of core customer segments per channel Identification of application levers and guidelines
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on developing the Government multi-channel strategy for the country of Ethiopia in order to stimulate customer traffic from low to high priority channels Minimal data sets should be defined and implemented to be measured across each Government access channel (e.g., channel information, customer profile information) for the purpose of measuring channel traffic over time A methodology and mechanism to streamline data collection and analysis across various channels should be implemented, enabling timely analysis of channel traffic High-priority channels should be identified for both the Ethiopia Government (e.g., based on alignment with eGov strategy, provisioning complexity, provisioning cost) and customers (e.g., based on capabilities, channel access time, channel execution time, security, user friendliness, channel breadth, channel cost and buzz) A cost analysis per channel should be performed in order to estimate the potential pool of savings, which can subsequently be used as incentives to help shift customer traffic to high-priority channels Core customer segments for each channel should be identified in order to assess the need to keep each channel and set realistic targets for traffic thresholds Usage analytics should be installed to improve targeted delivery by segment (categorized by population segments, situations, types of services, etc.) Levers for the Government to shift traffic towards preferred channels should be defined (e.g., ICT training, channel location, service optimization, security, GUIs, cost subsidies, marketing, service provisioning policies, kiosks, availability, fees, bulk delivery and award programs), and guidelines provided

U07 Customer Service Quality Certification Program

Usage

Initiative Overview

Owner	<ul style="list-style-type: none"> MCIT (Marketing, Customer Care and eLiteracy)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Enhanced and consistent customer service experience, across entities and channels Efficiency in service delivery Customer satisfaction
Deliverables	<ul style="list-style-type: none"> Detailed requirements with targets per theme Customer service certification program and operating model
Dependencies	<ul style="list-style-type: none"> Government Leadership Engagement Plan eGov Performance Management
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on developing a customer service quality and certification program for Government entities, enabling a consistent and high-performing customer experience across all channels Inline with the MCIT performance management framework, a customer performance management program should be further detailed along its four core themes: <ul style="list-style-type: none"> Helpful and Customer-Centric Interactions Timely Access to Services Systematic Fulfillment of Customer Needs Commitment to Gaining Feedback and Self-Improvement In particular, the following should be detailed for each core theme: <ul style="list-style-type: none"> Detailed requirements per theme, including required versus optional ones Minimum targets needed for each requirement A certification program should be launched that certifies services or Government entities for consistently providing a high quality direct usage experience to its customers, including a proper marketing campaign Auditing scheme should be put in place, potentially implemented by independent third party entity, i.e., an external vendor

U08 Service Portfolio Management

Usage

Initiative Overview (1/2)

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Ensured consistency of service definition and granularity across all entities Aligned sophistication and transformation targets Customer centric services pricing
Deliverables	<ul style="list-style-type: none"> Comprehensive consistent Government service portfolio on same granularity level with consistent sophistication transformation targets Consistent service management pricing guidelines
Dependencies	<ul style="list-style-type: none"> Return on eGov Investment (ReGI) Analysis
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description
<ul style="list-style-type: none"> This Initiative focuses on developing a Government service portfolio Adopt and Refine Common Service Definition (Formulation, Granularity, Genealogy) <ul style="list-style-type: none"> A consistent Government service definition should be defined by MCIT and aligned with entities, to enhance manageability of services Determine Target Sophistication Levels of Services <ul style="list-style-type: none"> A five-stage service sophistication framework should be used to define current target state of all services, in which the sophistication level can evolve from static information up to personalized service This value assessment should be continuously updated and refined, also in coordination with entities Determine Target Transformation Levels of Services <ul style="list-style-type: none"> The target level should take cost and benefit of transformation into consideration and be aligned with entities Develop Pricing Guideline for all Government Services <ul style="list-style-type: none"> A consistent pricing guidelines should be developed taking into consideration several value driven considerations (time, effort, resources and incentivization for specific services) Complete the Service Portfolio Based on the Topics Provided in the Reference Portfolio <ul style="list-style-type: none"> All core topics as occurring in the reference portfolio (e.g., Driving and Traffic services) should be covered New topics should be developed to cope with Ethiopian specificities (e.g., Ethiopian calendar, etc.)

U08 Service Portfolio Management (cont'd)

Usage

Initiative Overview (2/2)

Owner	<ul style="list-style-type: none"> MCIT (BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Ensured consistency of web interfaces to customers Reduced IT operational redundancy Ensured acknowledgment of all service offerings
Deliverables	<ul style="list-style-type: none"> Operational Service Factbook (SFB) Operating model to manage services detailing the roles of responsible Intuitive service classification
Dependencies	<ul style="list-style-type: none"> Return on eGov Investment (ReGI) Analysis
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Pillar	Start Year
U	2016

Description (cont'd)
<ul style="list-style-type: none"> Develop Online Service Fact Book Tool <ul style="list-style-type: none"> An online Service Fact Book should be developed to manage all services, enabling real-time reporting This tool should feature synchronization of entity websites and BAH Portal, Single Sign On feature, search and dashboard pages, extended reporting capabilities, compliance to a possible Government Interoperability Framework, connection to a future Enterprise Services Bus, connection to the Customer Relationship Management system Develop Service Management Operating Model <ul style="list-style-type: none"> The service management operating model should define clear roles and processes between entities and MCIT. It should drive and enable Government wide service integration Gather Government Service Offerings From Different Entities and Complete Services List in the Online SFB <ul style="list-style-type: none"> All existing sources for service listings should be brought together into one comprehensive list of Government services All entities should be engaged to fill the SFB to get a full understanding and view of all service offerings (local, regional, global) Determine and Implement Intuitive Service Classifications for Channel Navigation <ul style="list-style-type: none"> The service classification for each channel should be intuitive and facilitate navigation Prioritization should be reviewed and updated in regular intervals, taking into account the relationship with the economic vision, the eGov masterplan and dependencies



Key initiatives identified for Usage - Ministry Wise Services

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings		
Owners	MUDHC	
Relevant Service Families	G2G	
Number of Services	9	
Non-Transformed Services	3	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	6
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data



Recommendations	
<p>The Agency should focus on automating the entire procedure for the submission of rental, maintenance and leasing of all government houses. This can reduce the number of visits need to be paid to offices in order to avail a service and greatly reduce the operation costs. There can also be a reporting application to find out the occupancy/lease status, maintenance schedule and other relevant details about government houses to ensure that real time information is available.</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent governance.
GTP 2	
GTP2	Facilitating the creation of electronics exchange and services in the country.

Agency for Government House Services Initiatives (1/3)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Request for Maintenance for Government Houses	●	●		MUDHC	MCIT		
	Various Notifications from Agency for Government Houses	●	●		MUDHC	MCIT		
	Request for Rental Service for Government Houses	●	●		MUDHC	MCIT		
	Request for Renewal of Housing Lease for Government Houses	●	●		MUDHC	MCIT		

● Yes ● No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Agency for Government House Services Initiatives (2/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Request for Transfer of Right for Government Houses				MUDHC	MCIT		
Request for Rental Housing Service for Government Officials				MUDHC	MCIT		
Request for Rental Housing Service include Residential Housing request by customers				MUDHC	MCIT		
Housing Management and Reporting Application				MUDHC	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Agency for Government House Services Initiatives (3/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Purchase and property administration				MUDHC	MCIT	 	 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U10-Ethiopian Broadcasting Authority

Usage

Pillar	Start Year
U	2016

Category Findings		
Owners	Ethiopian Broadcasting Authority.	
Relevant Service Families	G2G, G2B	
Number of Services	9 (Including existing 7)	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	7
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	



Recommendations	
<p>Currently a lot of services are limited to downloading forms from the portal following by manual submissions. These could be replaced by online submissions with a tracking mechanism to know the workflow and the status of the same. The Broadcasting Authority will also have a significant role to play in developing awareness programs to educate the public about e-Government services. It should also invest in digital marketing through mobile apps to increase the visibility and reach of government e-service portals.</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent governance.
GTP 2	
GTP2	Facilitating the creation of electronics exchange and services in the country.

Ethiopian Broadcasting Authority Service Initiatives (1/2)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Renewal of Commercial Broadcasting Service Licensing				EBA	MCIT		
	New Competency Assurance Certificate for Media Related Commercial Works				EBA	MCIT		
	Renewal of Registration of Printing Media Services				EBA	MCIT		
	Complaint Handling				EBA	MCIT		
	Awareness programs				EBA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ethiopian Broadcasting Authority Service Initiatives (2/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommended	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Registration of Printing Media Services				EBA	MCIT		
Community Broadcasting Service Licensing				EBA	MCIT		
Renewal of Community Broadcasting Service Licensing				EBA	MCIT		
Digital Marketing Applications				EBA	MCIT		

Yes No
 ePayment Service gateway NID
 Portal Channel Mobile Channel CSC Channel

U11 Ethiopian Investment Commission

Usage

Pillar	Start Year
U	2016

Category Findings		
Owners	Prime Minister	
Relevant Service Families	G2B	
Number of Services	5	
Non-Transformed Services	3	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	3
	Transaction	0
	Personalization	0

MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data



Recommendations
<p>The Ethiopian Investment Commission should position itself as the primary reference point for information on investing in India providing entry options, procedures and investment routes. There should also be guidelines on the investment policies of the country. Apart from this, the Commission should also provide the facility to submit investment and expansion issuance and renewal permits online so that it's progress can be tracked in a transparent manner.</p>

Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia. Deliver effective, efficient and transparent governance.
GTP 2	
GTP2	Facilitating the transparency and accessibility of government processes and data.

Ethiopian Investment Commission Service Initiatives

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of Investment Expansion Permit				PM	Finance, Trade, MCIT		
Issuance of New Investment Permit				PM	Finance, Trade, MCIT		
Renewal of Investment Permit				PM	Finance, Trade, MCIT		
E-Investment				PM	Finance, Trade, MCIT		
Investor Information				PM	Finance, Trade, MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U12 Ethiopian Management Institute (EMI)

Usage

Initiative Overview

Category Findings		
Owners	Ethiopian Management Institute	
Relevant Service Families	G2B, G2G, G2C	
Number of Services	4	
Non-Transformed Services	2	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	2
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Pillar	Start Year
U	2016

Recommendations
<p>The Institute has partially automated training services which can be fully automated in order to widen the reach of the same at a lower cost. Increasing the number of online trainings wherever possible will enable convenient access to standardized offerings to more people with internet and mobile connectivity. By doing so, EMI can contribute to increasing the e-literacy rate.</p> <p>The Institute can also provide online consultancy services to businesses and individuals on a need basis and engage in online research activities.</p>

Elements of the Vision Addressed	
SP	Affecting the lives of all Ethiopians.
GTP 2	
GTP2	<p>Creating public awareness about ICT knowledge.</p> <p>Upgrading the government electronic services</p>

Ethiopian Management Institute (EMI) Service Initiatives

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Provision of Tailor-Made Training				EMI	MCIT		
Issuance of Management Development Competency Certificate Training				EMI	MCIT		
Provision of consultancy services				EMI	MCIT		
Provision of research services				EMI	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U13 Ethiopian Postal Service

Usage

Initiative Overview

Category Findings		
Owners	Ethiopian Postal Service Enterprise	
Relevant Service Families	G2B, G2G, G2C	
Number of Services	5	
Non-Transformed Services	2	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	1
	Transaction	1
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	



Pillar	Start Year
U	2016

Recommendations	
<p>Ethiopian Postal Service can implement an online parcel booking facility with door pickup which will increase the convenience of managing logistics for citizens and businesses. It can implement an ERP system for tracking of logistics and generating real time reports of the same.</p> <p>In the long term, Ethiopian Postal Service can also look to expand its services to providing savings scheme options like recurring deposit, fixed deposit, savings bank account for the public</p>	
Elements of Vision	
SP	Realize the economic growth of Ethiopia. Affecting the lives of all Ethiopians.
GTP 2	
GTP2	Facilitating the creation of electronics exchange and services in the country Upgrading the government electronic services

Ethiopian Postal Service Initiatives

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Sales of Philatelic Products	●	●		Post	MCIT	ብር	
	New Post Box Rental Service	●	●		Post	MCIT	ብር	
	Online parcel booking and door pick up service	●	●	●	Post	MCIT	ብር	
	ERP Systems for Logistics	●	●	●	Post	Transport, MCIT		
	Postal Savings Schemes	●	●	●	Post	MCIT, Finance	ብር	

● Yes
● No

ePayment
 Service gateway
 NID

Portal Channel
 Mobile Channel
 CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	Federal Supreme Court	
Relevant Service Families	G2B, G2G, G2C	
Number of Services	4	
Non-Transformed Services	2	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	1
	Two-Way Interaction	1
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Pillar	Start Year
U	2016

Recommendations
A high e-Readiness level makes Federal Supreme Court a perfect candidate for Supporting proposed eGovernance strategy to act as a benchmark for other ministries/agencies for increasing their own e-Readiness level. Supreme court can provide services to download Judgments, office reports, listing reports and case statuses to track the progress of individual cases as well as refer to important relevant judgments that will support legal decision making. Speedy disposal of judicial services will increase the efficiency of the economy

Elements of the Vision Addressed	
SP	Affecting the lives of all Ethiopians.
GTP 2	
GTP2	Upgrading the government electronic services Facilitating the transparency and accessibility of government processes and data

Federal Supreme Court Service Initiatives

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Criminal Appeal Case Registration				Supreme Court	MCIT		
	Criminal Cessation Case Registration				Supreme Court	MCIT		
	Judgment reports				Supreme Court	MCIT		
	Civil Case e-filing				Supreme Court	MCIT		
	Call Center Services				Supreme Court	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U15 Food, Medicine and Health Care Administration and Control Authority (FMHCACA)

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners	Ministry of Health	
Relevant Service Families	G2B, G2G, G2C	
Number of Services	7	
Non-Transformed Services	1	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	6
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Recommendations

Being highly involved in providing approvals and licenses to start business and cross border import/export, it is necessary for the FMHCACA to transform the existing registration, licensing, approval and renewal services to an online automated framework as much as possible to ensure that workflow can be tracked transparently among departments.

Elements of the Vision Addressed

SP Deliver effective, efficient and transparent Governance.

GTP 2

GTP2 Facilitating the transparency and accessibility of government processes and data

FMHCACA Service Initiatives [1/2]

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Registration and Licensing of Health Professionals				Health	MCIT		
	Registration and Licensing /Market Authorization for Medicine				Health	Trade, MCIT		
	Registration and Licensing of Importers and Wholesalers of Medicines and Medical Supplies				Health	Trade, MCIT		
	Port clearance Permit for Medicines				Health	Trade, MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

FMHCACA Service Initiatives (2/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Health Certificate for Export Food Products				Health	Trade, MCIT	 	  
Pre-import Approval For Medicines				Health	Trade, MCIT	 	  
Licensing and renewal of Food, medicine, medical device, cosmetics and tobacco facilities				Health	Trade, MCIT	 	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U16 General Education Quality Assurance and Examination Agency (GEQA EA)

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Education	
Relevant Service Families	G2C	
Number of Services	10	
Non-Transformed Services	6	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	2
	Two-Way Interaction	1
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>A centralized education management system and student management system for each government university will be highly beneficial in maintaining and updating student records for easy access. Creation of an exam management system for students to view results as well as the government/university to publish statistics will simplify the operations of educational institutions.</p>	
Elements of the Vision Addressed	
SP	Affecting the life of all Ethiopians
GTP 2	
GTP2	Upgrading the government electronic services

GEQAEA Service Initiatives (1/2)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Replacement of Examination Result Certificate				GEQAEA	MCIT		
	Registration of National Examination Candidates				GEQAEA	MCIT		
	National Exam Results				GEQAEA	MCIT		
	Student and Teacher Placement Results				GEQAEA	MCIT		
	Publish education statistics				GEQAEA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

GEQAEA Service Initiatives (2/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Teaching permit issuance for employment				GEQAEA	MCIT	 	 
Student Management System				GEQAEA	MCIT	 	 
Issuance of original and replacement certificates				GEQAEA	MCIT	 	 
Sending Educational Certificate Abroad				GEQAEA	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U17 Federal Micro and Small Enterprises Development Agency (FMSEDA)

Usage

Initiative Overview

Category Findings		
Owners	FMSEDA	
Relevant Service Families	G2C, G2B	
Number of Services	5	
Non-Transformed Services		
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	2
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	



Pillar	Start Year
U	2016

Recommendations

Micro and Small Enterprises are the building block to every economy and the FMSEDA should build applications and services to automate the registration process of these enterprises and provide the necessary information and support required for their functioning. By creating an unemployment portal, the FMSEDA can match the requirements of companies with the available resource skill sets so that the demand is met on time.

Elements of the Vision Addressed

SP	Realize the economic growth of Ethiopia Create a culture of entrepreneurship
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GTP 2

GTP2	Upgrading the government electronic services.
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FMSEDA Service Initiatives

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Unemployment Registration Service				FMSEDA	MCIT		
	Registration of Micro and Small Enterprises				FMSEDA	MCIT		
	Provision of Loan and Work Place				FMSEDA	MCIT		
	Provision of Market Linkage				FMSEDA	MCIT		
	Renewal of Registration of Micro and Small Enterprises				FMSEDA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U18 Ethiopian Railway Corporation

Usage

Initiative Overview

Category Findings		
Owners	Ethiopian Railway Corporation (ERC)	
Relevant Service Families	G2C	
Number of Services	3	
Non-Transformed Services	3	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
<p>Being a fledgling organization, it will be easier for the railway corporations to start offering online services on the present small scale and plan the necessary infrastructure to scale up the services as operations grow. Ticket sales, smartcard services for increased convenience and railway information services are the current services that can be moved online.</p>	
Elements of the Vision Addressed	
SP	Affecting the lives of all Ethiopians. Realise the economic growth of Ethiopia
GTP 2	
GTP2	Upgrading the government electronic services

Ethiopian Railway Corporation Service Initiatives

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Online ticket booking and sales				ERC	MCIT		
Smartcard services				ERC	MCIT		
Railway Informational Services				ERC	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U19 Ethiopian Revenue and Customs Authority (ERCA)

Usage

Initiative Overview

Category Findings		
Owners	Ethiopian Revenue and Customs Authority (ERCA)	
Relevant Service Families	G2G, G2B, G2C	
Number of Services	7	
Non-Transformed Services	6	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	1
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Attracting investors into Ethiopia and enhancing trade relations will place a lot of emphasis on upgrading the Revenue and Customs services to an online, streamlined and transparent mode. The ECRA should strive to make information readily available on their website through credentials if required to access data instead of it being mailed or sent by CDs. Having an online tax system will be of immense convenience to the public. Fully functional Single Window Project will improve the ease of business.</p>	
Elements of the Vision Addressed	
SP	Affecting the lives of all Ethiopians. Realise the economic growth of Ethiopia
GTP 2	
GTP2	Facilitating the transparency and accessibility of government processes and data.

Ethiopian Revenue and Customs Authority (ERCA) Service Initiatives (1/2)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommended	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Tax and Customs Proclamations, Directives, Procedures and Declaration forms				ERCA	MCIT		
	Taxpayers Data				ERCA	MCIT		
	Revenue collection Data				ERCA	MCIT		
	Business Sector Data				ERCA	MCIT		
	Import and Export Data				ERCA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ethiopian Revenue and Customs Authority (ERCA) Service Initiatives (2/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommended	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Taxpayer identification Number				ECRA	MCIT	 	  
Tax Clearance Data				ECRA	MCIT	 	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOA	
Relevant Service Families	G2C, G2G	
Number of Services	28	
Non-Transformed Services	15	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	2
	Two-Way Interaction	9
	Transaction	1
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
<p>In order to improve the quality of services, several services can be made available through mobile application platforms or push messaging system. And also improving the distribution of agriculture product for that the availability and productivity of the agricultural products need to be increased. Usage of geographical information systems can be useful in providing various information related to weather ,soil type, climates etc., which will be very useful for suitable crop selection.</p> <p>Implementation of a Web-based GIS system for climatic and weather condition details, crop-fertilizer details can be used for effective cultivation</p>	
Elements of the Vision Addressed	
SP	Affordable & Quality Services to All
GTP 2	
GTP2	Increase the contribution of information technology sector to the country GDP

Ministry of Agriculture & Natural Resource Development Services Initiatives (1/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Monitoring Environmental Protection for Agricultural Land Use				MOA	MCIT		
Application for the Import of Pesticide for Commercial Use				MOA	MCIT		
Application for Professional Competency Assurance for Crop				MOA	MCIT		
Application for Python Sanitary Inspection on Export				MOA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Agriculture & Natural Resource Development Services Initiatives (2/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Professional Competency Assurance for Mechanization				MOA	MCIT		 
Application to Obtain Land for Agricultural Use				MOA	MCIT		 
Application for Professional Competency Assurance for Horticulture				MOA	MCIT		 
Application for Poultry Import Permit				MOA	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Agriculture & Natural Resource Development Services Initiatives (3/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Plant and Plant Products Import Permit				MOA	MCIT		
Provision of information on the potential agricultural land				MOA	MCIT		
Application for Dogs Import Permit				MOA	MCIT		
Investors Support Request				MOA	MCIT		
Weather forecasting through IOT Devices.				MOA	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Agriculture & Natural Resource Development Services Initiatives (4/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Provision of data on the Agro-processing Industry.				MOA	MCIT		 
Crop Failure Reports				MOA	MCIT		  
Provision of information on Enabling Environment, Financing, and Infrastructure in the agro-processing industry.				MOA	MCIT		  
Provision of Information on Market Fragmentation and Investment Potential				MOA	MCIT		  

 Yes
  No
  ePayment
  Service gateway
  NID
  Portal Channel
  Mobile Channel
  CSC Channel

Ministry of Agriculture & Natural Resource Development Services Initiatives (5/7)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Provision of Information on Quality Standard Implementation and Certification.				MOA	MCIT		
	Provision of Information on Competition Indicators in the Agricultural sector.				MOA	MCIT		
	Provision of Information on Investment Incentives in the Agro-processing Industry.				MOA	MCIT		
	Information on prices of Fertilizers, Pesticides, Seeds, and Crops.				MOA	MCIT		
 Yes  No		 ePayment  Service gateway  NID			 Portal Channel  Mobile Channel  CSC Channel			

Ministry of Agriculture & Natural Resource Development Services Initiatives (6/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Technical services and support for farmers.				MOA	MCIT	 	  
Irrigation Request by farmers.				MOA	MCIT	 	  
Information on livestock disease control & surveillance				MOA	MCIT		  
Information on animal infrastructure distribution & personnel				MOA	MCIT		  
Information on quarantine inspection and certification				MOA	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Agriculture & Natural Resource Development Services Initiatives (7/7)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommended	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Information on rural land admin. Policies, procedure & guidelines				MOA	MCIT		  
Information on natural resources conservation				MOA	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U21 Ministry of Public Service & Human Resource Development

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Public Service & Human Resource Development	
Relevant Service Families	G2G	
Number of Services	11	
Non-Transformed Services	4	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	8
	Two-Way Interaction	2
	Transaction	1
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Currently the Ministry of civil service provides various offline services to the employees. With implementation of ICT those services can be converted to e services which will help in improving the accessibility.</p> <p>Implementation of ICT and upgrading of existing infrastructure will enable quick and effective communication mechanism.</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Facilitating the transparency and accessibility of government processes and data (open data)

Ministry of Public Service & Human Resource Development Services Initiatives

(1/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Appeal for Rigorous Disciplinary Penalty on Civil Servant				MHRD	MCIT		
Issuance of Copy of Documents				MHRD	MCIT		
Appeal for Relating to Cases Decided upon by Complaints Handling Committee Excepting Minor Disciplinary Penalties				MHRD	MCIT		
Appeal for Unlawful Suspension or Termination of Service on Civil Servant				MHRD	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Public Service & Human Resource Development Services Initiatives

(2/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Appeal for Relating to Release Letters and Service Testimonials				MHRD	MCIT		 
Unlawful Suspension or Termination of Salary or Other Payments on Civil Servant				MHRD	MCIT		 
Appeal for Rights Violation due to Job Related Accidents on Civil Servant				MHRD	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Public Service & Human Resource Development Services Initiatives

(3/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Employment Announcements.				MHRD	MCIT		
Execution of Judgments.				MHRD	MCIT		
Program coordinating directorate				MHRD	MCIT		
Issuing promotion & job position directives.				MHRD	MCIT		

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U22 Ministry of Federal & Pastoralist Development Affairs

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Federal & Pastoralist Development Affairs	
Relevant Service Families	G2G, G2C, G2B	
Number of Services	5	
Non-Transformed Services	1	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	4
	Transaction	0
	Personalization	0
MCIT Cost	Refer budget data	
(Entity) Cost	Refer budget data	

Pillar	Start Year
U	2016



Recommendations	
<p>The federal ministry is responsible for maintaining the public order and system, implementation of ICT will enable the department to utilize high accurate system for various warning and risk management alert, hand held devices can be used to pass information to officials. Some of the offline services provided by the ministries can be converted to eservices for ease of access. Online integrated crime tracking systems can be implemented. Mobile applications can be implemented to pass alerts and warnings to the citizens.</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Upgrading the government electronic services

Ministry of Federal & Pastoralist Development Affairs Services Initiatives (1/1)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of Support Letter				MFA	MCIT	 	 
Renewal of Registration of Religious Organizations and Associations				MFA	MCIT	 	 
Registration of Religious Organizations and Associations				MFA	MCIT	 	 
Complaint Handling				MFA	MCIT		 
Early Warning System for Conflict Prevention in regions				MFA	MCIT		

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Foreign Affairs	
Relevant Service Families	G2G, G2C	
Number of Services	12	
Non-Transformed Services	6	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	2
	Transaction	4
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Currently most of the services are available through eservices but its limited to submitting the forms online, it will be easier if these services are provided through mobile applications, so that the status of the applications can be made available from anywhere.</p> <p>Simplifying online Visa procedures for citizens as well as visitors.</p> <p>Implementation of e governance will lead to drastic change in the whole process . introducing of e-passports will enable chip-based documentation which will help in simplifying many processes.</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Upgrading the government electronic services

Ministry of Foreign Affairs Services Initiatives (1/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuing Support Letter for Equivalent Drivers License for Diplomats				MFA	MCIT		
Licensing of Health Officials				MFA	MCIT		
Issuing Diplomatic and Service visas				MFA	MCIT		
Issuing Diplomatic ID cards				MFA	MCIT		
Issuing Diplomatic and Service Passports				MFA	MCIT		
Issuing Support Letter for Duty-Free Privileges				MFA	MCIT		

Yes No
 ePayment Service gateway NID
 Portal Channel Mobile Channel CSC Channel

Ministry of Foreign Affairs Services Initiatives (2/2)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Supporting letter for film-makers, Tourists to go abroad				MFA	MCIT	 	
Application for Tourist VISA on Arrival				MFA	MCIT	 	
Driving license equivalence for foreign citizens				MFA	MCIT	 	
ID card issuance for foreign nationals				MFA	MCIT		
Issuing diplomatic and service visas				MFA	MCIT		
Issuing Birth, Death and Marriage Certificates to foreign nationals				MFA	MCIT	 	

 Yes
  No
  ePayment
  Service gateway
  NID
  Portal Channel
  Mobile Channel
  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOH	
Relevant Service Families	G2C, G2G	
Number of Services	13	
Non-Transformed Services	12	
Sophistication of eEnabled Services	Static Information	1
	One-Way Interaction	3
	Two-Way Interaction	6
	Transaction	3
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	



Pillar	Start Year
U	2016

Recommendations	
<p>Health is one of the most important sector which requires e governance , the Govt focuses more on the health care.</p> <p>Implementation of health information system helps in creating more robust systems which can be used for easy information sharing and analysis.</p> <p>Interconnecting all the health care dept. throughout the country will be used for information and Knowledge sharing.</p> <p>Introducing portals for Health Insurance</p>	
Elements of the Vision Addressed	
SP	Affecting the life of all Ethiopians
GTP 2	
GTP2	Upgrading the government electronic services

Ministry of Health Service Initiatives (1/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Licensing of Health Officials				MOH	MCIT	 	
Issuance of Drug Marketing license(DMIS)				MOH	MCIT	 	
Issuance and renewal of Certificates of competence to drug establishments.				MOH	MCIT	 	 
Issuance, Renewal and cancellation of drug registration certificate(NPG)				MOH	MCIT	 	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Health Service Initiatives (2/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of certificate of competence to health professionals.				MOH	MCIT	 	 
Issuance of licenses to hospitals(HMP)				MOH	MCIT	 	
Issuance, Renewal and cancellation of license to conduct clinical trials(NIAF)				MOH	MCIT	 	
Booking of Appointments(NP G)				MOH	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Health Service Initiatives (3/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Notification of Test results				MOH	MCIT		  
Hospital Information(HMIS)				MOH	MCIT		
Drug pricing information(DMIS)				MOH	MCIT		 
Drug Availability Information(DMIS)				MOH	MCIT		 
Doctors profile information(HMIS)				MOH	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOT	
Relevant Service Families	G2C, G2B	
Number of Services	19	
Non-Transformed Services	11	
Sophistication of eEnabled Services	Static Information	3
	One-Way Interaction	4
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
<p>Integrated e business platform with the help of other ministries in order to provide more citizen centric services and for government transformation.</p> <p>Which will help in</p> <ol style="list-style-type: none"> 1. Business Process integration 2. Performance and scalability 	
Elements of the Vision Addressed	
SP	Create a culture of entrepreneurship ,
GTP 2	
GTP2	Enhancing competency and benefit of the information technology industry strengthening the sector

Ministry of Trade Service Initiatives (1/4)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for trade name registration	●	●		MOT	MCIT	 	 
Application for business license renewal	●	●		MOT	MCIT	 	 
Application for new business licensing	●	●		MOT	MCIT	 	 
Quality Inspection and Import/ Export Authorization	●	●		MOT	MCIT	 	
Application for measuring device inspection	●	●		MOT	MCIT	 	 
Application for calibration of road tankers	●	●		MOT	MCIT	 	 

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Trade Service Initiatives (2/4)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for new business registration	●	●		MOT	MCIT	 	 
Provision of Investor Information	●	●		MOT	MCIT		
Policies on Business Loans	●	●		MOT	MCIT		
Collection of fines if businesses operate without license or outdated license	●	●		MOT	MCIT	 	 
Requesting for Business area	●	●		MOT	MCIT		  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Trade Service Initiatives (3/4)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Provision of Export/Import Trade Information to the business community				MOT	MCIT		  
Dissemination of market research to Exporters for investing in existing as well as new markets				MOT	MCIT		 
Application for Subsidies and Duty relaxations				MOT	MCIT	 	  
Provision of Information on SMMEs and Large Industries				MOT	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Trade Service Initiatives (4/4)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Licensing of Professional, contractors				MOT	MCIT	 	 
Licensing of construction machines				MOT	MCIT	 	 
Export and Import Trade Information				MOT	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U26 Ministry of Housing and Urban Development

Usage

Initiative Overview

Category Findings		
Owners	MOH&UD	
Relevant Service Families	G2C, G2B,G2G	
Number of Services	7	
Non-Transformed Services	3	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	4
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
More services can be enabled through eservices window so that, Independent applications can be used for ease of use.	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia
GTP 2	
GTP2	Common government infrastructure, services and applications (Government Cloud)

Ministry of Housing and Urban Development services [1/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Construction Professionals Registration Service				MOH&UD	MCIT	 	
Practicing Professionals Registration Service				MOH&UD	MCIT	 	
Registration and Certification of Construction machinery				MOH&UD	MCIT	 	 
Contractors Registration Service				MOH&UD	MCIT	 	 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Ministry of Housing and Urban Development service initiatives [2/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Urban Good government and municipality service improvement				MOH&UD	MCIT		
Housing development and administration				MOH&UD	MCIT		
Government to Government Document Verification and Authorization				MOH&UD	MCIT, related government entities		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOC&W	
Relevant Service Families	G2C,G2G	
Number of Services	4	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	4
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
<p>Focusing on implementation of social security schemes.</p> <p>Mobile driven application for safety of women</p> <p>With the help of ICT tools various trainings and awareness can be conducted.</p>	
Elements of the Vision Addressed	
SP	Affecting the life of all Ethiopians
GTP 2	
GTP2	Upgrading the government electronic services

Ministry of Children and Women Service Initiatives

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Provision of Training Service				MOC&W	MCIT		
Evaluating Eligibility of Adoptive Children				MOC&W	MCIT		
Provision of Legal Service				MOC&W	MCIT		 
Evaluating Eligibility of Adoptive Parents				MOC&W	MCIT		

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOIW&I	
Relevant Service Families	G2C,G2G,G2B	
Number of Services	13	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	1
	One-Way Interaction	0
	Two-Way Interaction	12
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
Implementation of integrated application suite for irrigation scheduling.	
Mapping of water resources/ Energy resources With the help of web based GIS system.	
Automated billing and online payment services	
Elements of the Vision Addressed	
SP	Affecting the life of all Ethiopians
GTP 2	
GTP2	Common government infrastructure, services and applications (Government Cloud)

Ministry of Water, Irrigation and Electricity Service Initiatives(1/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Provision of Information and Other Support				MOIW&I	MCIT		
Returning of Company License				MOIW&I	MCIT		
Returning of Professional License				MOIW&I	MCIT		
Upgrading of Professional License				MOIW&I	MCIT		
Issuance of Practicing Professionals Licensing				MOIW&I	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Water, Irrigation and Electricity Service Initiatives(2/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of Water Works Construction Companies Licensing				MOIW&I	MCIT		 
Issuance of Professional Book for Water Works Construction Professionals				MOIW&I	MCIT		 
Issuance of Professional Book for Sanitary Works Construction Professionals				MOIW&I	MCIT		 
Issuance of Water Well Drilling Companies Licensing				MOIW&I	MCIT		 

 Yes
  No
  ePayment
  Service gateway
  NID
  Portal Channel
  Mobile Channel
  CSC Channel

Ministry of Water, Irrigation and Electricity Service Initiatives(3/3)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Renewal of Professional License				MOIW&I	MCIT	 	 
Issuance of Professional Book for Water Works Consulting Professionals				MOIW&I	MCIT		 
Issuance of Professional Book for Water Well Drilling Professionals				MOIW&I	MCIT		 
Automated billing and online payment services				MOIW&I	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOMP&G	
Relevant Service Families	G2B, G2C	
Number of Services	6	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	5
	Transaction	1
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Implementation of e tendering system for various procurement services.</p> <p>Simplifying the procedure involved in issuing licenses.</p> <p>Provide online services for business visa and resident permit</p>	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia
GTP 2	
GTP2	Building research and innovation system in information communication sector

Ministry of Mines, Petroleum & Natural Gas Service Initiatives [1/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of Work Permit for Expatriate Staffs				MOMP&G	MCIT		
Renewal of Mineral Operation License				MOMP&G	MCIT		
Transfer of Mineral Operation License				MOMP&G	MCIT		
Issuance of Support Letter for Duty Free Import				MOMP&G	MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Mines, Petroleum & Natural Gas Service Initiatives [2/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuance of License form Export of Mineral Samples				MOMP&G	MCIT	 	 
Precious Minerals, Lapidary, and Smothery Licensing				MOMP&G	MCIT	 	 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	OOGCA	
Relevant Service Families	G2G,G2B	
Number of Services	3	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	3
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
Automate the services of providing temporary and permanent permits to correspondents stationed in Ethiopia. Provide an online portal for collection of domestic and international media reporting that can be accessed by anyone who requires the information. Provide online information on government policies to create awareness.	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Creating public awareness about ICT knowledge.

Office of Government Communication Affairs Service Initiatives

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Accreditation of Foreign Media Which Comes for Temporary Media Work in Ethiopia				OOGCA	MCIT		
Accreditation of Resident Correspondent Permit of Foreign Media in Ethiopia				OOGCA	MCIT	 	
Evaluation of Media Project Proposal				OOGCA	MCIT	 	

 Yes  No	 ePayment  Service gateway  NID	 Portal Channel  Mobile Channel  CSC Channel
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U31 Private Organizations Employees Social Security Agency

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners	Private Sector Social Security Agency	
Relevant Service Families	G2C, G2B	
Number of Services	8	
Non-Transformed Services	6	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	2
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Recommendations

There needs to be an integrated platform of mapping all core process of the society like Registering Pensioner Information process, collecting Pensioner monthly contribution information process, and finally Managing Pensioner entitlement information process., currently it is difficult to decide the eligibility of pension and online verification of Legality of document.

Elements of the Vision Addressed

SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Upgrading the government electronic services

Private Organizations Employees Social Security Agency Service Initiatives [1/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Private Organization Registration Service					MCIT		
Private Organization Employees Registration Service					MCIT		
Private organization employees and employers pension contribution Collection					MCIT		
Pensioners Benefit entitlement					MCIT		
Private organization pension scheme members registration forms					MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Private Organizations Employees Social Security Agency Service Initiatives [2/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommended	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Notification entries of registration form					MCIT		
Notification of changes in entries of family registration form					MCIT		
Work injury notification form					MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U32 Public Servant Social Security Agency

Usage

Initiative Overview

Category Findings

Owners	Public Servant Social Security Agency	
Relevant Service Families	G2C	
Number of Services	7	
Non-Transformed Services	4	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Pillar	Start Year
U	2016

Recommendations

Fully automated web based system need to be implemented, also need to address the existing skill gap and lack of professionalism in the department. Provision for online claims related to pension rights and benefits

Elements of the Vision Addressed

SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	Upgrading the government electronic services

Public Servant Social Security Agency Service Initiatives [1/2]

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Application for active employee and employer registration service					MCIT		
	Application for Availing Benefits					MCIT		
	Payment Address Change for Pension Beneficiaries					MCIT		
	Collect pension contribution					MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Public Servant Social Security Agency Service Initiatives [2/2]

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for delegation of pension payment to another person			●		MCIT	 	  
Application for pension ID renewal and replacement			●		MCIT	 	  
Application for renewal of pension payment delegation			●		MCIT	 	  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Transport	
Relevant Service Families	G2C	
Number of Services	27	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	5
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
Federal Transport Authority need to consider more online services online to increase the reliability of services and citizen centric services.	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia
	Deliver effective, efficient and transparent Governance
	Affecting the life of all Ethiopians
	Leveraging SMART Government initiatives
GTP 2	
GTP2	Upgrading the government electronic services

Federal Transport Authority Service Initiatives (1/8)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Issuance of Drivers License	●	●		MoT	FTA	  	  
	Online Ticketing	●	●		MoT	FTA	 	  
	New Vehicle Registration	●	●		MoT	FTA	  	  
	Renewal of Drivers License	●	●		MoT	FTA	  	  
	Vehicles Ownership Transfer	●	●		MoT	FTA	  	  
	Application and renewal of vehicle Insurance	●	●		MoT	MCIT	  	  
	Application for request of special numbers	●	●		MoT	MCIT	  	  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Transport Authority Service Initiatives (2/8)

Services		Service Status			Owner		Integration elements proposed	
		Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
	Online notification and collection of fines for traffic violation				MoT	FTA		
	Online booking of tickets for inter state government transport				MoT	FTA		
	Generic information on the application process, work flow, timelines, documents needed, ministry offices, work timings				MoT	FTA		
	Notification of expiry/ renewal of insurance, licenses				MoT	FTA		

Yes No
 ePayment
 Service gateway
 NID
 Portal Channel
 Mobile Channel
 CSC Channel

Federal Transport Authority Service Initiatives (3/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Information on the traffic movement, special events, road works, Parking areas, detour information etc				MoT	FTA		
Notification of traffic violations and penalties				MoT	FTA		
Information on regulation, policies, and import duty for vehicles				MoT	FTA		
Printing centrally Biometric driving license card				MoT	FTA		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Federal Transport Authority Service Initiatives (4/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
National driver registration and evaluation system	●			MoT	FTA, MCIT	  	  
National traffic penalty management system	●			MoT	FTA, MCIT	  	  
Vehicles and drivers registration and traffic penalty recording	●			MoT	MCIT	  	  
Licence for vehicle inspection centres	●			MoT	MCIT	  	  
Competency Licences	●			MoT	MCIT	  	  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Transport Authority Service Initiatives (5/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Competency certificate service for public transport operators	●			MoT	FTA, MCIT	  	  
Competency certificate service for public transport	●			MoT	FTA, MCIT	  	  
Boarder pass licence service	●			MoT	MCIT	  	  
Vehicle plate production and distribution service			●	MoT	MCIT	 	  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Transport Authority Service Initiatives (6/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Information on Public transport timings, tickets availability, routes, stops etc				MoT	FTA	 	  
License for freight transport operators				MoT	MCIT	 	  
Competency certificate service for vehicle body change and maintenance garage				MoT	MCIT	 	  
Competency certificate service for freight transport associations/companies				MoT	FTA		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Transport Authority Service Initiatives (7/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Vehicle import permit			●	MoT	FTA	 	 
Vehicle importers license			●	MoT	FTA	 	 
Renewal of vehicle inspection			●	MoT	FTA	 	 
Vehicle registration transfer			●	MoT	FTA	 	 
Vehicle service charge payment			●	MoT	FTA	  	 
Lost/temporary plate replacement service			●	MoT	FTA	 	 

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Transport Authority Service Initiatives (8/8)

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
License for drivers training centers				MoT	FTA		
Information on public transport tariff				MoT	FTA		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U34 Addis Ababa City Administration Education Bureau

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners		
Relevant Service Families	G2C	
Number of Services	3	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Recommendations

The Bureau is involved in distributing text books, issue of grade certificates, conduct of summer courses etc. All these services can be provided online.

Elements of the Vision Addressed

SP	Affecting the life of all Ethiopians
GTP 2	
GTP2	Upgrading the government electronic services

Addis Ababa City Administration Education Bureau services

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Supply of Text Books					MCIT	 	  
Request for Lost Grade 8 Report Card					MCIT	 	  
Request for Summer Course					MCIT	 	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners		
Relevant Service Families	G2C	
Number of Services	2	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	2
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	

Pillar	Start Year
U	2016

Recommendations	
<p>The major function is to provide legal advises and case institution.. These services may be provided online and also if NID is integrated, these services can be completely automated</p>	
Elements of the Vision Addressed	
SP	<ul style="list-style-type: none"> Affordable & Quality Services to All Affecting the life of all Ethiopians
GTP 2	
GTP2	<ul style="list-style-type: none"> Upgrading the government electronic services

Addis Ababa City Administration Justice Bureau services

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Case instituting and litigation					MCIT	 	  
Application for Legal Advice					MCIT	 	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U36 Addis Ababa City Courts

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners	FSC	
Relevant Service Families	G2C	
Number of Services	7	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	5
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
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(Entity) Cost	▪ Refer budget data
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Recommendations

The major function is to provide certificates and attestation services. These services may be provided online and also if NID is integrated, these services can be completely automated

Elements of the Vision Addressed

SP	Affecting the life of all Ethiopians
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GTP 2

GTP2	
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Addis Ababa City Courts services

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Declaration of Absence	●	●			MCIT	 	  
Application for Change of Name	●	●			MCIT	 	  
Application of Certificate of Guardianship	●	●			MCIT	 	  
Receive Appeal form Kebele Social Courts	●	●			MCIT	 	  
Application for Succession Certificate	●	●			MCIT	  	  
Application for marriage certificate	●	●			MCIT	  	  
Give information about court case such as adjournment date	●	●			MCIT	 	  

● Yes ● No
 ePayment
 Service gateway
 NID
 Portal Channel
 Mobile Channel
 CSC Channel

U37 Addis Ababa City Government Micro and Small Scale Enterprise Development Bureau

Usage

Initiative Overview

Category Findings		
Owners	FeMSEDA	
Relevant Service Families	G2B	
Number of Services	1	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	1
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data



Pillar	Start Year
U	2016

Recommendations

Online service delivery and access to a single window clearance system. The economic growth of Ethiopia is dependent on inclusive growth and therefore SME single window is an important service. Further, they should link their services to Banks, Industry department, and other related departments for providing end to end services for SME. To begin with the Single window connecting all stakeholder ministries is proposed

Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia
GTP 2	
GTP2	Increase the contribution of information technology sector to the country GDP

Addis Ababa City Government Micro and Small Scale Enterprise Development Bureau

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Registration of Micro and Small Enterprises					MCIT	  	 
Single Window Clearance System					MCIT	  	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	VE	
Relevant Service Families		
Number of Services	5	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	5
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	

Pillar	Start Year
U	2016

Recommendations
<ul style="list-style-type: none"> – Need to deliver quality service and timely service to citizens to increase the customer satisfaction which is a major challenge faced by the Department. – More services need to be delivered online and proper training has to be given to the conserved.

Elements of the Vision Addressed	
SP	<ul style="list-style-type: none"> • Affecting the life of all Ethiopians • Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	<ul style="list-style-type: none"> • Upgrading the government electronic services

Addis Ababa Government Office of Vital Events and Residents Services

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for Marriage Certificate	●	●			MCIT	  	  
Application for Non-Married certificate	●	●			MCIT	  	  
Application for Resident ID Card	●	●			MCIT	  	  
Application for Birth Certificate	●	●			MCIT	  	  
Application for Divorce certificate	●	●			MCIT	  	  

● Yes ● No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U39 Addis Ababa Water and Sewerage Authority

Usage

Initiative Overview

Category Findings		
Owners	AAWSA	
Relevant Service Families	G2B	
Number of Services	3	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Implementation of MIS linked integrated system can improve the level of people participation and water supply and sanitation management. It can also be integrated with an online requests like online bill payment and new connection request etc...</p>	
Elements of the Vision Addressed	
SP	Deliver effective, efficient and transparent Governance
GTP 2	
GTP2	<ul style="list-style-type: none"> Upgrading the government electronic services

Addis Ababa Water and Sewerage Authority services

Services	Service Status			Owner		Integration elements proposed	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Request for Sewerage Services					MCIT		
Request for New Water Line					MCIT		
Request for Water Meter Maintenance					MCIT		
Request for maintenance of Water/Sewerage lines					MCIT		
Bill collection					MCIT		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Culture and Tourism	
Relevant Service Families	G2B, G2C, G2G	
Number of Services	11	
Non-Transformed Services	1	
Sophistication of eEnabled Services	Static Information	1
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
<p>Tourism is a major source of income to the economy and to ensure that Ethiopia is fully benefitted, the tourism portals should be fully functional and provide all the necessary information to tourists to help them plan their travel and stay. Support services to tourists and foreign nationals should be implemented online to increase the convenience. Registration of tour operators, hotels etc. should be done online for easy information management.</p>	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia.
GTP 2	
GTP2	Upgrading the government electronic services

Ministry of Culture and Tourism Services (1/3)

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Information on minimum tourist facility standards.	●	●	●	Tourism	MCIT		
Tourism Promotion Information	●	●		Tourism	MCIT		
Approval for obtaining or renewing hotel and tour operator license	●	●		Tourism	MCIT		
Issue of Visa on Arrival	●	●		Tourism	MCIT		

● Yes ● No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Culture and Tourism Services (2/3)

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Permission to import material without tax	●	●	●	Tourism	MCIT		
Statistical Information on Culture and Tourism	●	●	●	Tourism	MCIT		
Tour registration	●	●		Tourism	MCIT		
Hotel and Resort booking and information	●	●		Tourism	MCIT		
Disaster alerts	●	●		Tourism	MCIT		

● Yes ● No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Culture and Tourism Services (3/3)

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Issuing driving license, ID card, birth/death/marriage certificate for foreign nationals				Tourism	MCIT	 	  
Issue of permission to visit heritage sites				Tourism	MCIT	  	  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners	Ethio telecom	
Relevant Service Families	G2B, G2C, G2G	
Number of Services	5	
Non-Transformed Services	0	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Recommendations

Ease of operations in Ethio telecom will ensure that obtaining phone and internet connections and setting up the necessary infrastructure is simplified. Online applications, service management and bill payments will reduce the costs of operations.

Elements of the Vision Addressed

SP	Realize the economic growth of Ethiopia.
GTP 2	
GTP2	Upgrading the government electronic services

Ethiotelecom Services

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Application for new VPN or Internet connection	●	●		Ethiotelecom	MCIT		
Upgrade, Downgrade and Cancellation of Services	●	●		Ethiotelecom	MCIT		
Bill Payment	●	●		Ethiotelecom	MCIT		
Equipment replacement	●	●		Ethiotelecom	MCIT		
Data Service Management	●	●		Ethiotelecom	MCIT		

● Yes ● No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

U42 Disaster Prevention and Preparedness Agency (DPPA)

Usage

Initiative Overview

Category Findings		
Owners	DPPA	
Relevant Service Families	G2G	
Number of Services	3	
Non-Transformed Services	2	
Sophistication of eEnabled Services	Static Information	1
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	



Pillar	Start Year
U	2016

Recommendations	
Increased sophistication in ICT systems is necessary to improve the reliability of disaster prevention services. Timely alert services to the public through mobile phones, apps and websites should be implemented.	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia.
GTP 2	
GTP2	Upgrading the government electronic services

Disaster Prevention and Preparedness Agency services

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Disaster Profiling and Early Warning System				DPPA	MCIT		
GIS and Remote Sensing Services				DPPA	MCIT		
Commodity Allocation and Tracking				DPPA	MCIT		

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U43 Addis Ababa ICT Development Agency (AAICTDA)

Usage

Initiative Overview

Pillar	Start Year
U	2016

Category Findings

Owners	AAICTDA	
Relevant Service Families	G2G	
Number of Services	5	
Non-Transformed Services	2	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0

MCIT Cost	▪ Refer budget data
(Entity) Cost	▪ Refer budget data

Recommendations

Enhance existing systems to fully automated status such that entire applications and registrations can be processed online as much as possible.

Elements of the Vision Addressed

SP	Realize the economic growth of Ethiopia.
GTP 2	
GTP2	Upgrading the government electronic services

Addis Ababa ICT Development Agency Services

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Vital Events Registration System				AAICTDA	MCIT		  
Trade Registration System				AAICTDA	MCIT		  
Micro and small enterprise system				AAICTDA	MCIT		  
Housing Transfer Management				AAICTDA	MCIT		  
Land Management				AAICTDA	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U44 Federal Anti Corruption Commission (FACC)

Usage

Initiative Overview

Category Findings		
Owners	FACC	
Relevant Service Families	G2G, G2C	
Number of Services	6	
Non-Transformed Services	4	
Sophistication of eEnabled Services	Static Information	1
	One-Way Interaction	1
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations
<p>A key objective of e-governance is to ensure that transparency is brought into government procedures. The FACC should expand it's services to provide ethics and anticorruption training and information on online platforms to expand the reach of the same and increase awareness among the public. There should also be an option to register and track complaints online to protect the identity of the informant/whistleblower.</p>

Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia. Affecting the life of all Ethiopians

GTP 2	
GTP2	Facilitating the transparency and accessibility of government processes and data

Federal Anti Corruption Commission Services [1/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Ethics and Anticorruption Training				FACC	MCIT		
Anticorruption Information Services				FACC	MCIT		 
Corruption Prevention Procedure Reviews				FACC	MCIT		 
Complaint registry, Tracking and Witness Protection				FACC	MCIT		  

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Federal Anti Corruption Commission Services [2/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Asset Disclosure, registration and verification				FACC	MCIT		
Liaison Services				FACC	MCIT		

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	MOI	
Relevant Service Families	G2G, G2C, G2B	
Number of Services	4	
Non-Transformed Services	3	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	1
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>The Ministry currently provides information services alone. These can be expanded to deal with accepting and issuing permits and licenses online in a transparent and cost efficient manner to speed up the processes.</p>	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia.
GTP 2	
GTP2	Facilitating the transparency and accessibility of government processes and data

Ministry of industry Services

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Business Loan Policies				MOI	MCIT		  
Issuance and renewal of voucher system				MOI	MCIT		  
Evaluation/Approval of Manufacturing Integration				MOI	MCIT		  
Registration and licensing of sectoral and professional associations				MOI	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

U46 Ethiopian Agricultural Transformation Agency (EATA)

Usage

Initiative Overview

Category Findings		
Owners	EATA	
Relevant Service Families	G2G, G2C	
Number of Services	4	
Non-Transformed Services	1	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	



Pillar	Start Year
U	2016

Recommendations	
EATA is engaged in providing various information related to soil, financial services, etc over IVRS and SMS. They may develop app based services and in addition use the IOT devices to provide real time information from farm lands to customers	
Elements of the Vision Addressed	
SP	Realize the economic growth of Ethiopia. Affecting the life of all Ethiopians
GTP 2	
GTP2	Increase the contribution of information technology sector to the country GDP

Ethiopian Agricultural Transformation Agency services

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Ethiopian Soil Information System				EATA	MCIT		  
Rural Financial Services				EATA	MCIT	  	  
IVR/SMS System				EATA	MCIT		 
Feedback System				EATA	MCIT		 

 Yes  No

 ePayment  Service gateway  NID

 Portal Channel  Mobile Channel  CSC Channel

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Science and Technology	
Relevant Service Families	G2G, G2C, G2B	
Number of Services	11	
Non-Transformed Services	11	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	3
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	▪ Refer budget data	
(Entity) Cost	▪ Refer budget data	

Pillar	Start Year
U	2016

Recommendations	
<p>The Ministry of Science and Technology has an important role to play in leveraging the role of Science, Technology and Innovation in driving the economic growth of Ethiopia. Increased automation of services will help provide easy and faster services to universities and researchers in improve the capacity building of various organizations.</p>	
Elements of the Vision Addressed	
SP	Innovation in everything we do.
GTP 2	
GTP2	Building research and innovation system in information communication sector

Ministry of Science and Technology services [1/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Research Certification Service			●	MOST	MCIT, MOI, MOH		
Ethical Review of Research			●	MOST	MCIT, MOH, MOA		
Consultancy on Science, Technology and Innovation			●	MOST	MCIT		
Innovation Grants			●	MOST	MCIT		
Grants for professional STI associations and clubs			●	MOST	MCIT, MOE		

● Yes ● No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel

Ministry of Science and Technology services [2/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Capacity Building Trainings			●	MOST	MCIT, MOE		
Industry – University Collaboration			●	MOST	MCIT, MOE		
Incentives for students, teachers and researchers.			●	MOST	MCIT, MOE		
Intellectual Property Rights Service			●	MOST	MCIT, Justice		
Standards Services			●	MOST	MCIT, Trade		
Laboratories Accreditation Service			●	MOST	MCIT, Health		

● Yes ● No
 ePayment
 Service gateway
 NID
 Portal Channel
 Mobile Channel
 CSC Channel

U48 Ministry of Youth and Sports

Usage

Initiative Overview

Category Findings		
Owners	Ministry of Youth and Sports	
Relevant Service Families	G2C, G2B	
Number of Services	8	
Non-Transformed Services	8	
Sophistication of eEnabled Services	Static Information	0
	One-Way Interaction	0
	Two-Way Interaction	0
	Transaction	0
	Personalization	0
MCIT Cost	<ul style="list-style-type: none"> Refer budget data 	
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data 	

Pillar	Start Year
U	2016

Recommendations	
<p>Increasing the ease of registration for sports association and businesses will be a good source of revenue for the economy. As a newly formed entity, the Ministry can focus on creating e-services from the start and avoid the need for costly process re-engineering.</p>	
Elements of the Vision Addressed	
SP	Innovation in everything we do.
GTP 2	
GTP2	Building research and innovation system in information communication sector

Ministry of Youth and Sport services [1/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Registration and renewal of sport associations.			●	MOYS	MCIT		
Registration and renewal of Sport businesses.			●	MOYS	MCIT		
Issuance of support letter for duty free sport facility import.			●	MOYS	MCIT		
Sport facility registration and management.			●	MOYS	MCIT		
Provision of e-learning trainings on sports.			●	MOYS	MCIT		

● Yes
 ● No

ePayment
 Service gateway
 NID

Portal Channel
 Mobile Channel
 CSC Channel

Ministry of Youth and Sport services [2/2]

Services	Service Status			Owner		Integration elements	
	Existing eService	Proposed in previous Strategy	Newly Recommend	Primary	Associated	ePayment, Service Gateway, NID,	Channels – Portal, CSC, Mobile
Legal service for youth.				MOYS	MCIT, MOJ		
National athlete profile management system				MOYS	MCIT		
Mobile apps and sms service for sport information/event information				MOYS	MCIT, Ethiotelcom		

Yes No

ePayment Service gateway NID

Portal Channel Mobile Channel CSC Channel



Key initiatives identified for MCIT Operating Model

OMO1 MCIT Operating Model (1/2)

Operating Model

Owner	<ul style="list-style-type: none"> MCIT (All directorates)
Stakeholders	<ul style="list-style-type: none"> MCIT Other eGov stakeholders (as per defined interaction model)
Objective / Benefits	<ul style="list-style-type: none"> Clearly defined MCIT mandate and effective MCIT organization structure to fulfill its 4 main roles Improved career management and training at MCIT Improved MCIT processes, governance and reporting structure Clearly defined interaction model Improved interaction with Government entities
Deliverables	<ul style="list-style-type: none"> Formalized MCIT mandate and split of responsibilities Detailed transition plan for MCIT staff Updated job descriptions for MCIT positions Updated MCIT compensation scheme Career management and training plans List of MCIT committees Documented MCIT-internal policies and processes eGov vision tailored for all constituents
Dependencies	<ul style="list-style-type: none"> Ministry of Civil Service
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
OM	2016

Description
<ul style="list-style-type: none"> This Initiative aims to implement a new operating model for MCIT to allow it to fulfill its four main roles as eGov strategy setter, eGov and IT policy / standards setting and monitoring agency, service transformation facilitator and strategic incubator. To achieve this, the new roles and responsibilities of MCIT directorates and other involved stakeholders should be appropriately formalized and communicated MCIT organization should be restructured as per the new operating model and a detailed transition plan needs to be created, mapping the current MCIT staff to the new organization structure and recruiting experienced personnel to vacant positions. Job descriptions should be created and/or updated for all positions, ensuring key roles and responsibilities are defined for each position. A process to review these job descriptions on a regular basis should be put in place Career management plans should be created, providing career advancement options based on individual performance appraisals and individual strengths Training courses to educate MCIT staff on overarching development needs should be created and further individual development options based on competency gaps relevant to the roles of each individual should be used across the Ministry.

OMO1 MCIT Operating Model (2/2)

Operating Model

Owner	<ul style="list-style-type: none"> MCIT (All directorates)
Stakeholders	<ul style="list-style-type: none"> MCIT Other eGov stakeholders (as per defined interaction model)
Objective / Benefits	<ul style="list-style-type: none"> Clearly defined MCIT mandate and effective MCIT organization structure to fulfill its 4 main roles Improved career management and training at MCIT Improved MCIT processes, governance and reporting structure Clearly defined interaction model Improved interaction with Government entities
Deliverables	<ul style="list-style-type: none"> Formalized MCIT mandate and split of responsibilities Detailed transition plan for MCIT staff Updated job descriptions for MCIT positions Updated MCIT compensation scheme Career management and training plans List of MCIT committees Documented MCIT-internal policies and processes eGov vision tailored for all constituents
Dependencies	<ul style="list-style-type: none"> Ministry of Civil Service
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
OM	2016

Description
<ul style="list-style-type: none"> A clear set of rules for the definition of directorates should be adopted, ensuring each directorate at MCIT serves a clear purpose and the roles of its employees are clearly defined with formal channels of communication. MCIT-internal policies should be clearly defined for project delivery, IT architecture, information security, IT usage, HR, finance, administration and purchasing Business support and PMO processes that are currently not defined at MCIT, should be documented and reengineered to allow for more efficient operations within MCIT and other ministries/agencies supported by MCIT. A document detailing the e-Gov vision and the specific role to be played by each government entity should be prepared and circulated to all ministries and agencies. The interaction model of MCIT with other eGov stakeholders should be operationalized, especially in regards to other Government entities: <ul style="list-style-type: none"> Core working group members including one member fulfilling the MCIT Liaison Specialist role should be identified in all Government entities Entity Liaison Specialists should be appointed within MCIT to create and maintain a database of all MCIT contacts, act as the single point of contact for entities' departments and to build a strong relationship with the Government entities

OMO2 MCIT Sourcing Strategy

Operating Model

Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation)
Stakeholders	<ul style="list-style-type: none"> MCIT All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Optimal delivery of all activities along the Service Transformation lifecycle Reduced outsourcing spend through economies of scale Enhanced procurement approach in dealing with suppliers
Deliverables	<ul style="list-style-type: none"> Detailed sourcing strategy
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
OM	2016

Description
<ul style="list-style-type: none"> This initiative aims at developing a sourcing strategy which defines the ownership model of the various activities along the Service Transformation lifecycle (Strategy, Conceptual Design, Cost-Benefit Analysis & Sourcing, Detailed Design, Building, Testing, Deployment, Operations) The ownership model can range from full in-house ownership to fully outsourced services (e.g., fully in-house, contracted, Private-Public-Partnership, outsourced, privatized) Outsourced services can take on various forms with operations taking place on-site or off-site in locations that are either domestic or international Outsourcing also entails identifying and contracting vendors to purchase hardware, software and services in order to ensure successful implementation of eGov-related projects The sourcing strategy should take into account the country's e-Government services strategy and the sourcing needs identified in the same. The sourcing strategy, once defined and approved, should be communicated to Government entities and other involved stakeholders to ensure a collaborative effort in implementing the same.

OMO3 Entity Engagement Toolkit

Operating Model

Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation / Program Management / BPR and Service eEnablement)
Stakeholders	<ul style="list-style-type: none"> MCIT All Government entities
Objective / Benefits	<ul style="list-style-type: none"> Availability of a reference summary for all toolkits provided by MCIT Clearly defined interaction points between MCIT and Government entities
Deliverables	<ul style="list-style-type: none"> Rolled-out Entity Engagement toolkit
Dependencies	<ul style="list-style-type: none"> ER05 - IT Planning and Management Toolkit ER06 - Smart PMO Toolkit ER07 - Service Transformation Toolkit
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
OM	2016

Description
<ul style="list-style-type: none"> The scope of this Initiative covers two major areas: <ul style="list-style-type: none"> Summarizing all toolkits provided by MCIT (e.g., Service Transformation Toolkit, Smart PMO Toolkit, IT Planning and Management Toolkit, any other toolkits that MCIT decides to create to support Government entities in implementing the new eGov strategy) and describing the full support MCIT is offering to Government entities (e.g., availability of eGov channels, development expertise at MCIT) Detailing interaction points of MCIT departments with Government entities, regarding: <ul style="list-style-type: none"> Modernization of services (e.g., business process reengineering) Integration services in the eGov portal and other eGov channels Management of services integrated (e.g., operations of eServices), and monitoring of service usage for all channels Management of quantitative and qualitative service usage feedback gathered by Service Management and Customer Care departments Definition and application of policies and standards set by MCIT, including the monitoring of their adherence by Government entities Information security knowledge transfer and education provided by MCIT to entities to build information security skills in these entities Content management of all eGov channels and incorporating Government entities' content in MCIT publications Any other areas where entities need to interact with MCIT

OMO4 MCIT Technology Platforms

Operating Model

Initiative Overview

Pillar	Start Year
OM	2016

Owner	<ul style="list-style-type: none"> MCIT (Program Management / Technology and Standards)
Stakeholders	<ul style="list-style-type: none"> MCIT
Objective / Benefits	<ul style="list-style-type: none"> Better visibility and control of all eGov-related projects Faster time to react against project issues and risks Deeper insight into resources allocation Support for cost tracking
Deliverables	<ul style="list-style-type: none"> Configured, customized and operational PPM solution Rolled-out training and transition plans Trained project managers
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Description
<ul style="list-style-type: none"> The initiative aims at deploying a Project Portfolio Management (PPM) solution that facilitates MCIT’s management of the eGov program and individual eGov projects led by MCIT and /or Government entities The current MCIT PMO activities will be integrated into the deployed PPM solution which should reflect all MCIT eGov projects as well as entity-owned eGov projects The PPM solution should support the PMO along the following functions for eGov project and program management: <ul style="list-style-type: none"> Project Planning and Initialization and Procurement Project Tracking, Reporting and Closing Risk Management Issue Management / Escalation Change Request Management Communication and Change Management Resource Management Quality Assurance Knowledge Management Business and Technology Alignment

OM05 Revenue Generation Program

Operating Model

Owner	<ul style="list-style-type: none"> MCIT (Strategy and Cooperation)
Stakeholders	<ul style="list-style-type: none"> MCIT
Objective / Benefits	<ul style="list-style-type: none"> Identify and implement services / projects that would generate revenues for MCIT Provides MCIT with the autonomy to plan and deliver eGov services with reduced budget limitations
Deliverables	<ul style="list-style-type: none"> Revenue generation strategy Pilots
Dependencies	<ul style="list-style-type: none"> N/A
MCIT Cost	<ul style="list-style-type: none"> Refer budget data
(Entity) Cost	<ul style="list-style-type: none"> Refer budget data

Initiative Overview

Pillar	Start Year
OM	2016

Description
<ul style="list-style-type: none"> This initiative aims at developing and implementing new services or projects that would generate revenue for MCIT A strategy should be developed to identify and assess potential sources of revenue and advise on the best approach, this may include: <ul style="list-style-type: none"> Providing new high value services to businesses at a premium price (e.g. RFP notification service over email) Providing service transformation consulting services to Government entities at a fee (e.g., charge-back mechanism) Partnering with other entities to provide new value add services based on revenue sharing model Partnering with the private sector to allow select companies to offer their services on the government channels based on some revenue sharing model Providing consulting services in the eGov space to other countries based on the developed capabilities and expertise in the domain Providing private sector with public aggregated data for a certain fee (e.g., average real estate prices per region) Advertising private companies on the eGov portal and other channels Based on the strategy, select services or projects should be launched as pilots to validate the concept and build the case for future projects



Master Plan

Overall Implementation Plan

Initiative Category	Description	Wave 1	Wave 2	Portal	Mobile	CSC
Implemented e-Services (Improve and expand)	Include services that have been implemented online but have scope of improvement in terms of increasing automation of workflow, expanding service channels and augmenting core services	160				
Non implemented e-Services (Transformational Initiatives)	Include services offered by ministries and agencies that have not been implemented online.		72	285	194	174
Newly Recommended e-Services	Include services that were not suggested for online implementation in the previous strategy but have been identified for e-service upgrade based on their nature		88			

Master Plan - eGovernment 2020

Implementation Timeline Template

Workstep	Months						Deliverable
	01	02	03	04	05	06	
First workstep	■						▪
Second workstep		■					▪
Third workstep		■					▪
Fourth workstep			■				▪
...						■ ■ ■	▪

Description:

- The implementation timeline template shows the overall timeline required to complete the Initiative

Key Elements:

- Timeline: time duration per work step, with the major work steps grouped along the following phases:
 1. Strategic Articulation
 2. Procurement (e.g., RFP)
 3. Design
 4. Implementation
 5. Operations (i.e. ongoing activities)
- Deliverables: the end result of each work step



Master Plan - eGovernment 2020 - Enabling Environment

Enabling Environment			2016				2017				2018				2019				2020			
SL No	Pillar	Initiative	Q1	Q2	Q3	Q4																
1	EE	National Broadband Agenda																				
2	EE	eLiteracy Campaign																				
3	EE	ICT Education Strategy																				
4	EE	Businesses ICT Adoption Strategy																				
5	EE	eGov Innovation Program																				
6	EE	eLaws and eRegulations Update																				
7	EE	Society Engagement Campaign																				
8	EE	eParticipation Program																				
9	EE	Government Leadership Engagement Plan																				
10	EE	Return on eGov Investment (ReGI) Analysis																				
11	EE	Public-Private-Partnerships Strategy																				
12	EE	International Partnerships Program																				

Master Plan - eGovernment 2020 - eReadiness

eReadiness			2016				2017				2018				2019				2020			
SL No	Pillar	Initiative	Q1	Q2	Q3	Q4																
1	ER	Knowledge Management																				
2	ER	eGov Capabilities Management Program																				
3	ER	eGov Change Management Program																				
4	ER	eGov Policies and Standards																				
5	ER	IT Planning and Management Toolkit																				
6	ER	Smart PMO Toolkit																				
7	ER	Service Transformation Toolkit																				
8	ER	Entity IT Strategy																				
9	ER	Legal Case Management																				
10	ER	eProcurement																				
11	ER	Customer Relationship Management (CRM)																				
12	ER	Spatial Data Infrastructure (SDI) Consolidation																				
13	ER	Document and Record Management																				
14	ER	Open Data Platform																				
15	ER	IT Shared Services Rationalization																				
16	ER	National Data Center Consolidation																				
17	ER	Government Data Network Expansion																				
18	ER	ID and Access Management																				
19	ER	Business Continuity Program																				
20	ER	Location-Based Services Platform																				

Master Plan - eGovernment 2020 - Usage (1/2)

Usage			2016				2017				2018				2019				2020			
SL No	Pillar	Initiative	Q1	Q2	Q3	Q4																
1	U	eGov Portal Enhancement																				
2	U	Mobile Channel Enhancement																				
3	U	Contact Center Enhancement																				
4	U	Service Kiosk Enhancement																				
5	U	Government Service Centers																				
6	U	Multi-Channel Management																				
7	U	Customer Service Quality Certification Program																				
8	U	Service Portfolio Management																				
9	U	Agency for Government House																				
10	U	Ethiopian Broadcasting Authority																				
11	U	Ethiopian Investment Commission (EIC)																				
12	U	Ethiopian Management Institute																				
13	U	Ethiopian Postal Service																				
14	U	Federal Supreme Court																				
15	U	Food, Medicine and Health Care Administration and Control Authority																				
16	U	General Education Quality Assurance and Examination Agency																				
17	U	Federal Micro and Small Enterprises Development Agency																				
18	U	Ethiopian Railway Corporation																				
19	U	Ethiopian Revenue and Customs Authority																				
20	U	Ministry of Agriculture																				
21	U	Ministry of Civil Service																				
22	U	Ministry of Federal Affairs																				
23	U	Ministry of Foreign Affairs																				
24	U	Ministry of Health																				
25	U	Ministry of Trade																				
26	U	Ministry of Urban Development and Construction																				

Master Plan - eGovernment 2020 - Usage (2/2)

Usage			2016				2017				2018				2019				2020			
SL No	Pillar	Initiative	Q1	Q2	Q3	Q4																
27	U	Ministry of Women, Youth and Children																				
28	U	Ministry of Irrigation, Water and Energy																				
29	U	Ministry of Mines																				
30	U	Office of Government Communication Affairs																				
31	U	Private Organizations Employees Social Security																				
32	U	Public Servants Social Security Agency																				
33	U	Transport Authority																				
34	U	Addis Ababa City Administration Education Bureau																				
35	U	Addis Ababa City Administration Justice Bureau																				
36	U	Addis Ababa City Courts																				
37	U	Addis Ababa City Government Micro and Small Scale Enterprise Development Bureau																				
38	U	Addis Ababa Government Office of Vital Events and Residents Services																				
39	U	Addis Ababa Water and Sewerage Authority																				
40	U	Ministry of Culture and Tourism																				
41	U	Ethiotelecom																				
42	U	Disaster Prevention and Preparedness Agency																				
43	U	Addis Adaba ICT Development Agency																				
44	U	Federal Anti Corruption Commission																				
45	U	Ministry of Industry																				
46	U	Ethiopian Agricultural Transformation Agency																				
47	U	Ministry of Science and Technology																				
48	U	Ministry of Youth and Sports																				

Master Plan - eGovernment 2020 - MCIT Operating Model

MCIT - Operating Model			2016				2017				2018				2019				2020			
SL No	Pillar	Initiative	Q1	Q2	Q3	Q4																
1	OM	MCIT Operating Model																				
2	OM	MCIT Sourcing Strategy																				
3	OM	Entity Engagement Toolkit																				
4	OM	MCIT Technology Platforms																				
5	OM	Self Sustainable Programme																				

EE01 National Broadband Agenda

Enabling Environment

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop strategy				<ul style="list-style-type: none"> National broadband strategy



EE02 eLiteracy Campaign

Enabling Environment

Initiative Implementation Timeline

Workstep	Months						Outcome
	1	2	3	4	5	6	
Develop strategic articulation	[Blue bar]						<ul style="list-style-type: none"> Strategic articulation
Issue RFP and select vendors		[Grey bar]					<ul style="list-style-type: none"> Established vendor partnerships
Launch marketing campaign				[Red bar]			<ul style="list-style-type: none"> eLiteracy program awareness campaign
Train nationals				[Red bar with arrow]			<ul style="list-style-type: none"> Enhanced eLiteracy level

Strategic Articulation [Blue bar] RFP [Grey bar] Design [Yellow bar] Implementation [Red bar] Ongoing as needed [Red bar with arrow]

EEO3 ICT Education Strategy

Enabling Environment

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop strategic articulation				<ul style="list-style-type: none"> Strategic articulation

Strategic Articulation RFP Design Implementation Ongoing as needed

EE05 eGov Innovation Program

Enabling Environment

Initiative Implementation Timeline

Workstep	Months									Outcome	
	1	2	3	4	5	6	7	8	9		
Develop strategic articulation	[Blue bar]										▪ Strategic articulation
Establish partnerships with organizations		[Red bar]								▪ Partnership agreements	
Launch marketing campaign		[Red bar]								▪ Innovation program awareness campaign	
Receive applications and select candidates			[Red bar]							▶ Selected projects	
Provide support for successful applicants								[Red bar]		▶ Developed applications	



EE07 Society Engagement Campaign

Enabling Environment

Initiative Implementation Timeline

Workstep	Months									Outcome
	1	2	3	4	5	6	7	8	9	
Develop strategic articulation	█									<ul style="list-style-type: none"> Strategic articulation
Issue RFP and select vendors			█							<ul style="list-style-type: none"> Established vendor partnerships
Implement user preferences and satisfaction assessment mechanisms					█					<ul style="list-style-type: none"> Implemented assessment mechanisms
Assess user preferences and needs							█ →			<ul style="list-style-type: none"> Users preferences and needs report
Rollout awareness campaign					█ →				<ul style="list-style-type: none"> Refreshed awareness campaign 	
Gauge user satisfaction							█ →			<ul style="list-style-type: none"> User satisfaction report



EE08 eParticipation Program

Enabling Environment

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop eParticipation strategy	[Solid blue bar spanning months 1 and 2]			▪ eParticipation strategy
Implement eParticipation mechanisms and analyze and respond to feedback	[Dashed red bar with arrowhead at the end, spanning months 2 and 3]			▪ Implemented eParticipation strategy

Strategic Articulation [Blue box]
 RFP [Grey box]
 Design [Yellow box]
 Implementation [Red box]
 Ongoing as needed [Red box with arrowhead]

EE09 Government Leadership Engagement Plan

Enabling Environmen

Initiative Implementation Timeline

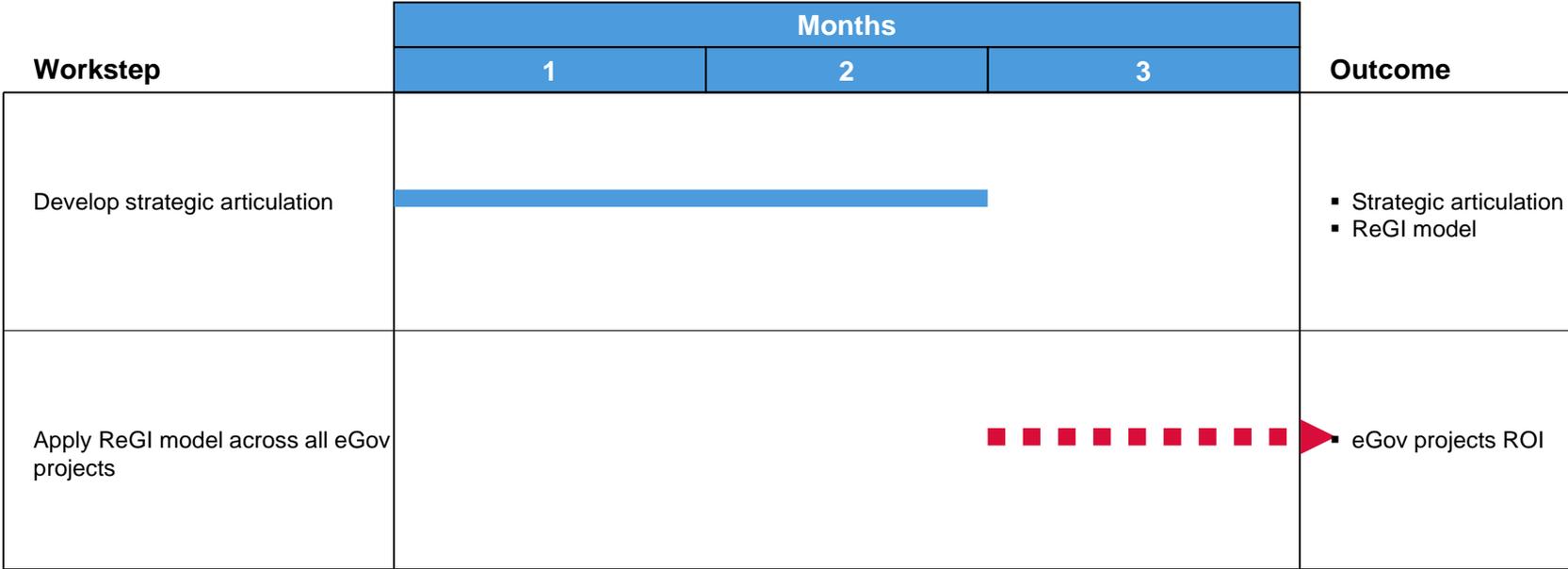
Workstep	Months			Outcome
	1	2	3	
Develop Government leadership communication strategy	[Solid blue bar spanning months 1 and 2]			▪ Communication strategy
Implement communication strategy	[Dashed red bar spanning months 2 and 3]			▪ Reports and events

Strategic Articulation [Blue box] RFP [Grey box] Design [Yellow box] Implementation [Red box] Ongoing as needed [Red box] [Red box] [Red box] [Grey arrow]

EE10 Return on eGov Investment (ReGI) Analysis

Enabling Environment

Initiative Implementation Timeline



EE11 Public-Private-Partnerships Strategy

Enabling Environment

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop strategic articulation	[Solid blue bar spanning months 1 and 2]			▪ Strategic articulation
Establish and manage PPPs	[Dashed red bar with arrowhead spanning months 2 and 3]			▪ Established PPPs



EE12 International Partnerships Program

Enabling Environmen

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop strategic articulation				▪ Strategic articulation
Establish and manage international partnerships				▪ Established international partnerships

Strategic Articulation  RFP  Design  Implementation  Ongoing as needed   

ERO1 Knowledge Management

E-Readines

Initiative Implementation Timeline

Workstep	Months												Outcome	
	1	2	3	4	5	6	7	8	9	10	11	12		
Develop strategic articulation	■													<ul style="list-style-type: none"> Strategic articulation
Issue RFP and select vendors			■											<ul style="list-style-type: none"> Established vendor partnerships
Design knowledge management system				■										<ul style="list-style-type: none"> Knowledge management system design
Implement and pilot knowledge management system					■									<ul style="list-style-type: none"> Implemented knowledge management system in select entities
Train select users									■					<ul style="list-style-type: none"> Trained users
Roll-out knowledge management system to all entities									■	■	■	■	■	<ul style="list-style-type: none"> Implemented knowledge management system in all entities



ERO2 eGov Capabilities Management Program

E-Readines

Initiative Implementation Timeline

Workstep	Months			Outcome
	1	2	3	
Develop eGov capabilities management strategy				<ul style="list-style-type: none"> eGov capabilities management strategy
Implement eGov capabilities management strategy				<ul style="list-style-type: none"> Implemented eGov capabilities management strategy



ERO3 eGov Change Management Program

E-Readines

Initiative Implementation Timeline

Workstep	Months									Outcome	
	1	2	3	4	5	6	7	8	9		
Develop change management plan and toolkit	[Solid Blue Bar]										<ul style="list-style-type: none"> Change management plan Change management toolkit
Implement change management program		[Red Bar with dashed line and arrowhead]									<ul style="list-style-type: none"> N/A
Train entities on and launch change management toolkit		[Red Bar]									<ul style="list-style-type: none"> N/A



ERO4 eGov Policies and Standards

E-Readines

Initiative Implementation Timeline

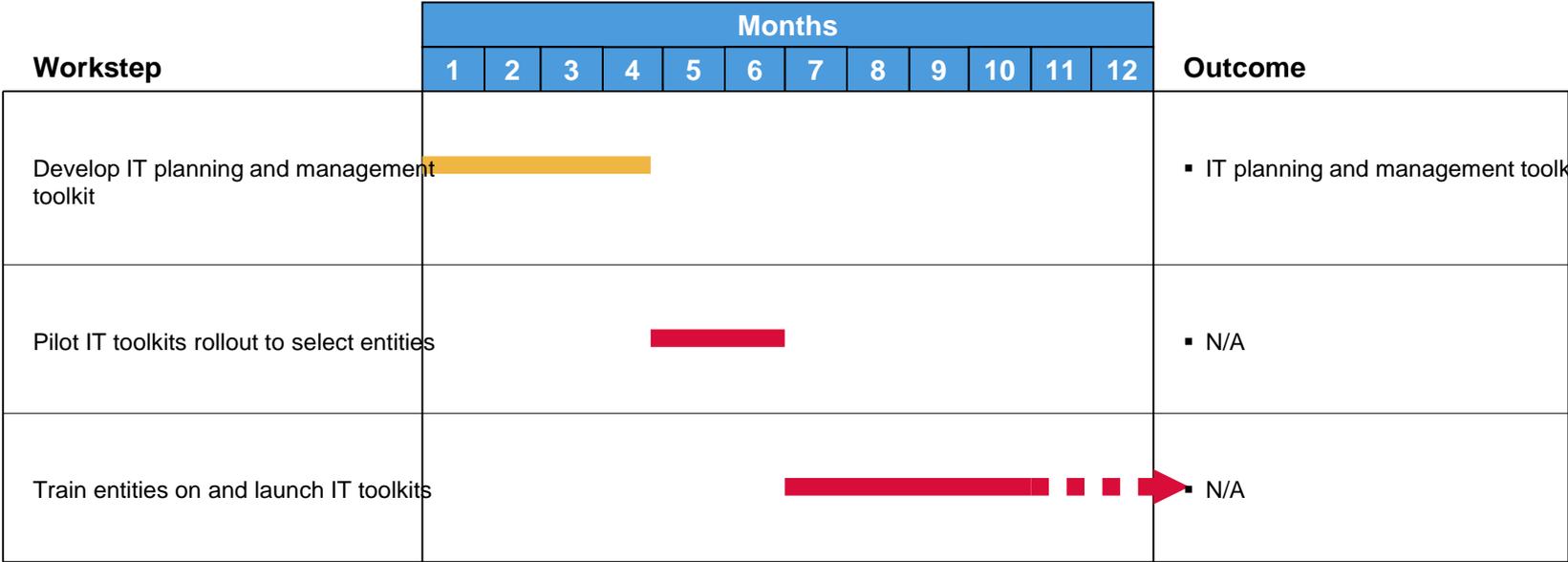
Workstep	Months															Outcome	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
Develop eGov policies and standards	Implementation																<ul style="list-style-type: none"> eGov polices and standards
Deploy and train on eGov policies and standards								Implementation								<ul style="list-style-type: none"> N/A 	

Strategic Articulation ■
RFP ■
Desig ■
Implementation ■
Ongoing as needed ■ ▶

ERO5 IT Planning and Management Toolkit

E-Readines

Initiative Implementation Timeline



ERO6 Smart PMO Toolkit

E-Readiness

Initiative Implementation Timeline

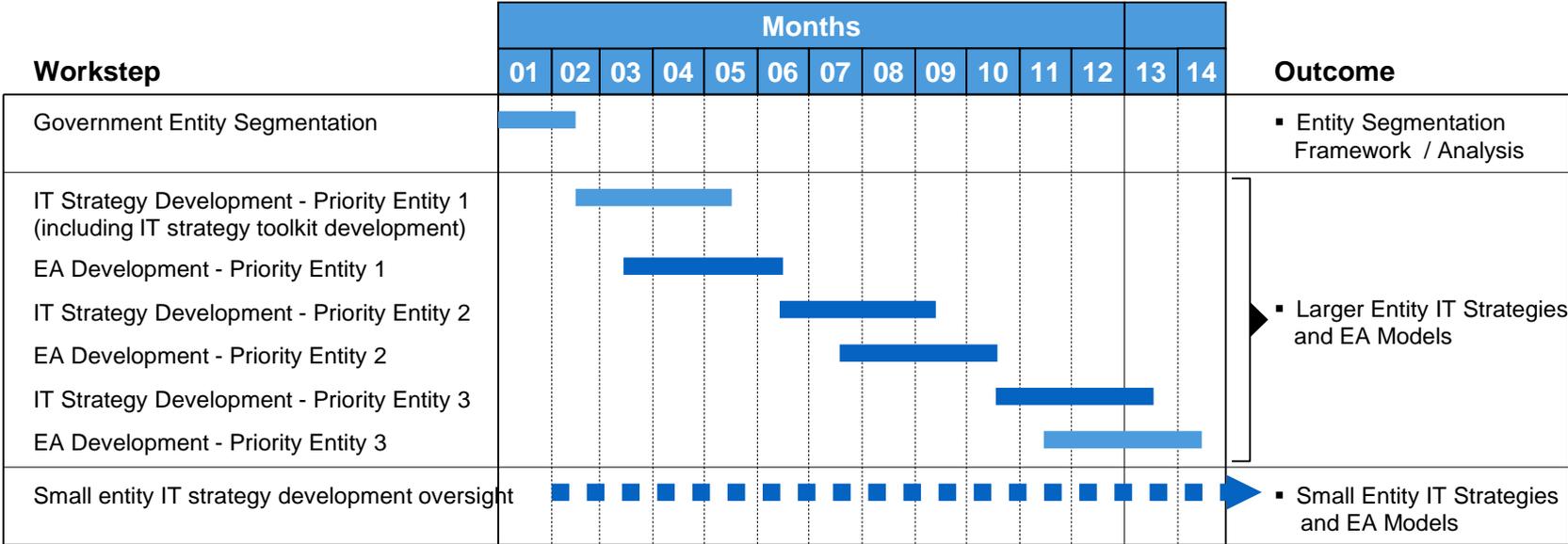
Workstep	Months									Outcome	
	1	2	3	4	5	6	7	8	9		
Develop smart PMO toolkit	■									▪ Smart PMO toolkit	
Pilot smart PMO toolkit to select entities		■								▪ N/A	
Train entities on and launch smart PMO toolkit				■					■	▶	▪ N/A

Strategic Articulation ■ RFP ■ Design ■ Implementation ■ Ongoing as needed ■ ▶

ERO8 Entity IT Strategy

E-Readines

Initiative Implementation Timeline



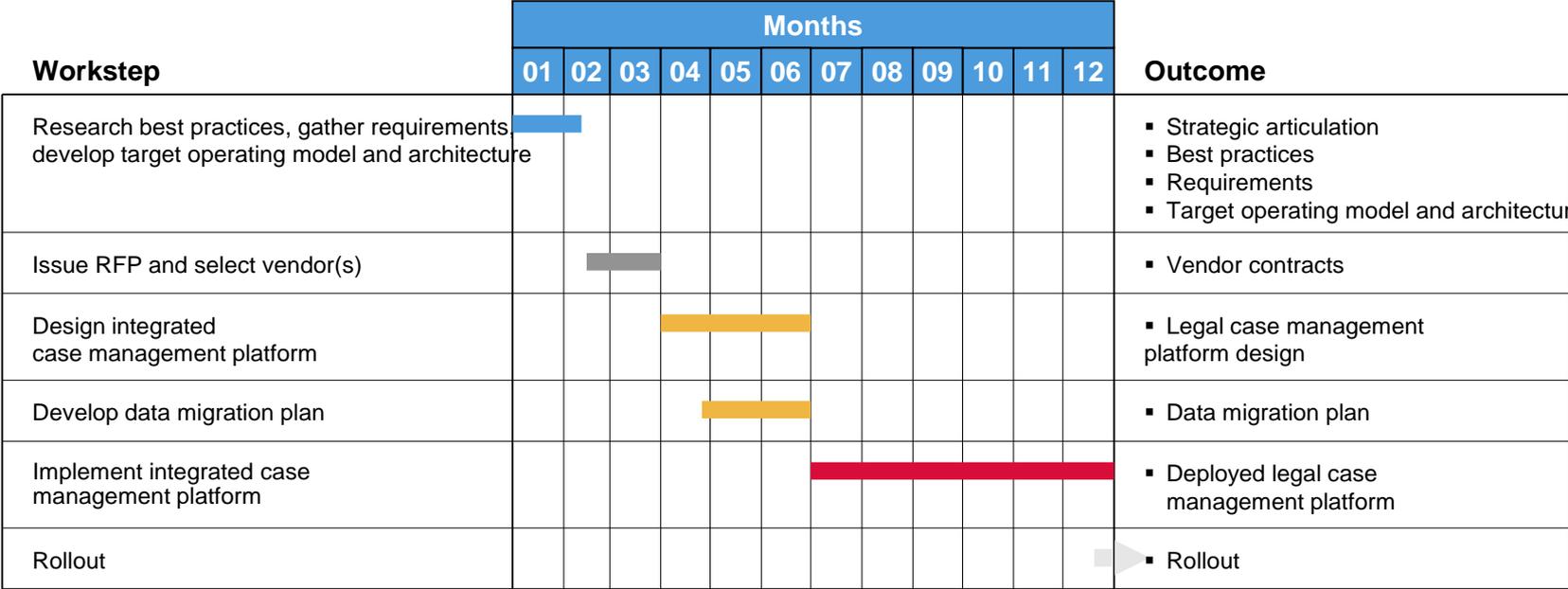
Strategic [Solid Blue Bar]
 RFP [Grey Bar]
 Desig [Yellow Bar]
 Implementation [Red Bar]
 Ongoing [Red Bar] [Red Bar] [Red Bar]

Note: The actual start date of each strategy will depend on the segmentation and on entities willingness to participate in the Strategy / EA development

ER09 Legal Case Management

E-Readines

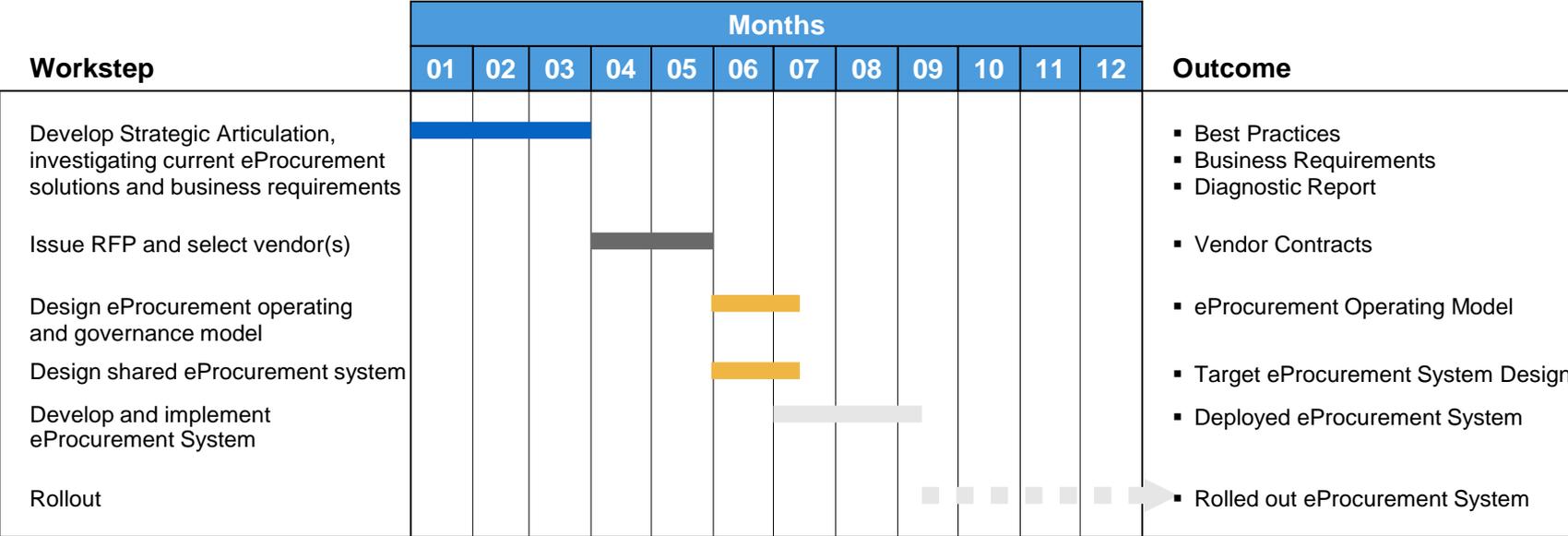
Initiative Implementation Timeline



ER10 eProcurement

E-Readiness

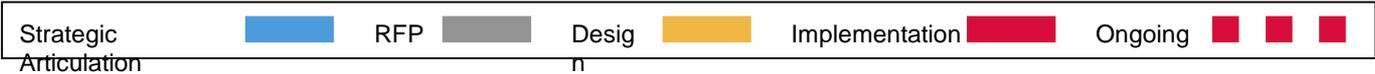
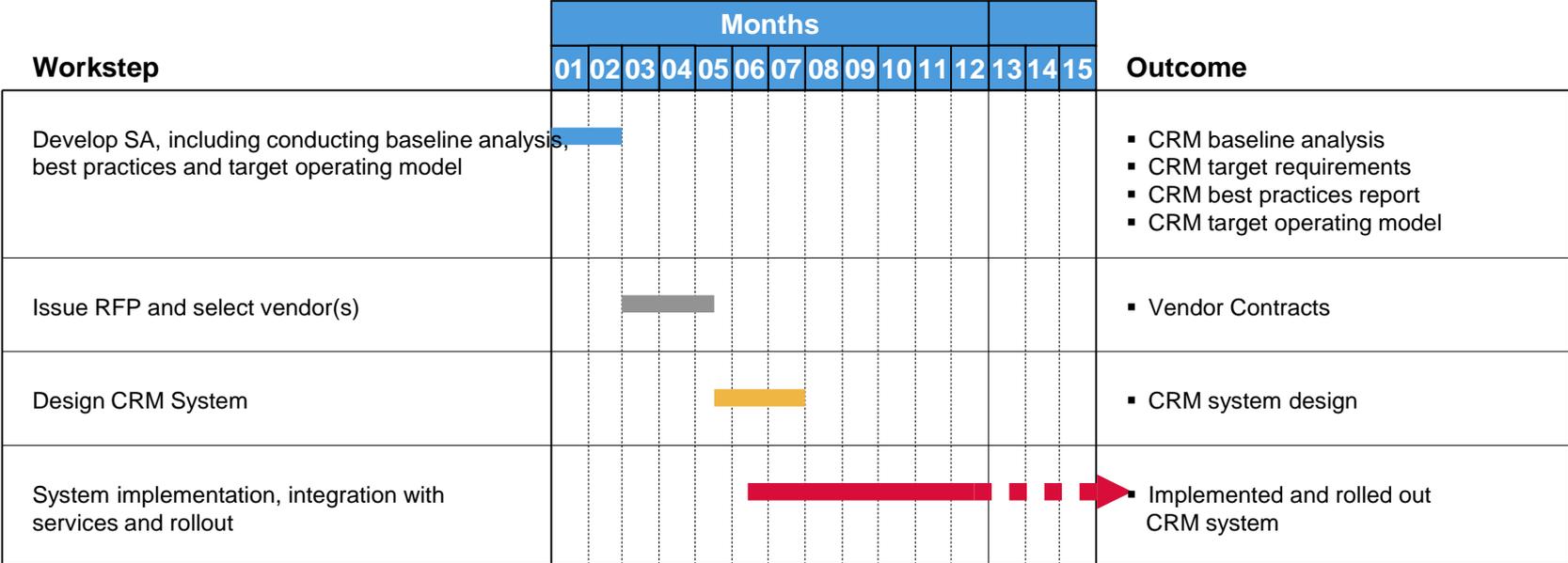
Initiative Implementation Timeline



ER11 Customer Relationship Management (CRM)

E-Readines

Initiative Implementation Timeline

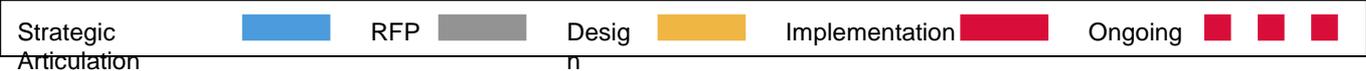


ER12 Spatial Data Infrastructure (SDI) Consolidation

E-Readines

Initiative Implementation Timeline

Workstep	Months							Outcome
	01	02	03	04	05	06	07	
Develop strategic articulation covering SDI clearing house mechanism and governance, target requirements, best practices and operating model	[Blue bar]							<ul style="list-style-type: none"> ▪ Baseline & best practices ▪ Target SDI model
Set up SDI clearing house, standards and mechanisms			[Red bar]					<ul style="list-style-type: none"> ▪ Operational SDI clearing house
Consolidate existing SDI systems and unify geospatial data				[Red bar]				<ul style="list-style-type: none"> ▪ Operational integrated SDI portal & platform
Implement SDI governance mechanisms and operating model						[Red bar]		<ul style="list-style-type: none"> ▪ Effective governance mechanisms



ER13 Document and Record Management

E-Readines

Initiative Implementation Timeline

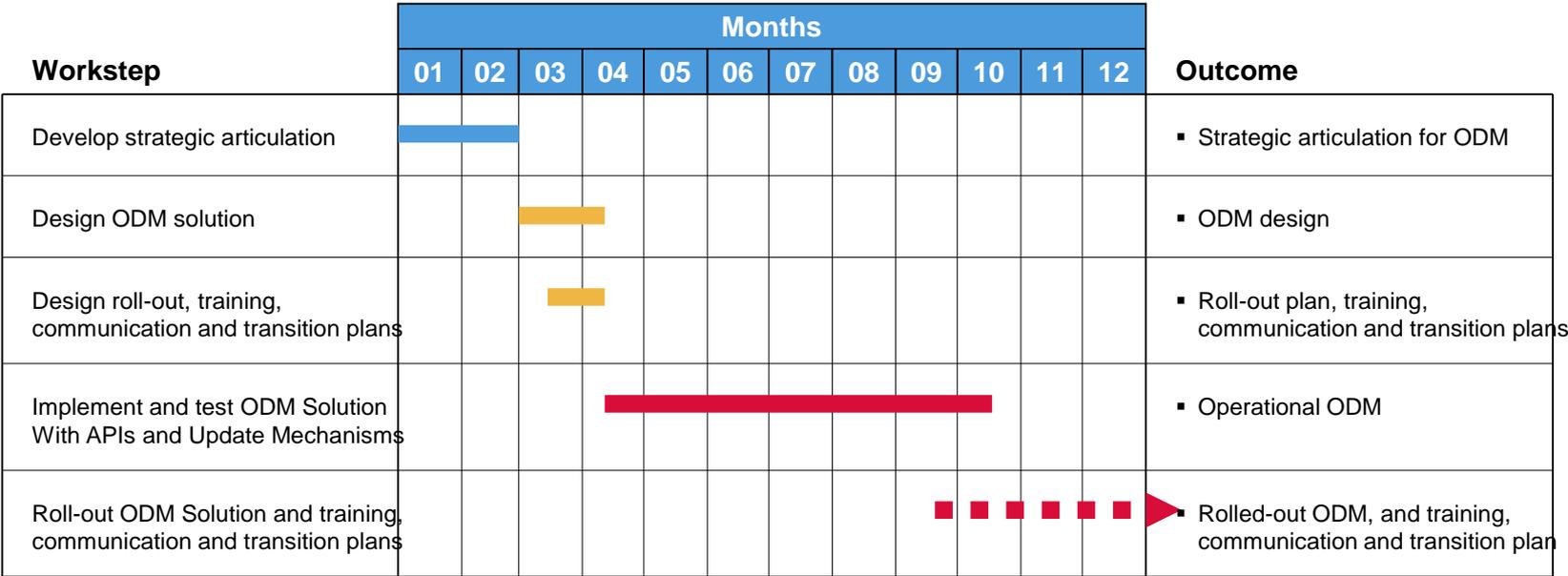
Workstep	Months										Outcome	
	01	02	03	04	05	06	07	08	09	10		
Develop strategic articulation outlining Baseline processes and opportunities, requirements, best practices, target architecture and operating model	■											<ul style="list-style-type: none"> ▪ Baseline document ▪ Target requirements ▪ Best practices ▪ Target architecture ▪ Target operating model
Design EDRMS, standards and processes to be migrated		■										<ul style="list-style-type: none"> ▪ EDRMS design
Expand eOffice Solution to full EDRMS			■									<ul style="list-style-type: none"> ▪ Operational EDRMS
Roll-out DRMS and training, communication and transition plans							■ ■ ■ ■ ■ ■ ■ ■ ■ ■				▶	<ul style="list-style-type: none"> ▪ Rolled-out EDRMS, training, communication and transition plan



ER14 Open Data Platform

E-Readines

Initiative Implementation Timeline



ER15 IT Shared Services Rationalization

E-Readiness

Initiative Implementation Timeline

Workstep	Months					Outcome
	01	02	03	04	05	
Conduct IT shared services baseline and best practice analysis, and identify opportunities	■					<ul style="list-style-type: none"> Shared services baseline analysis Shared services best practice analysis Shared services opportunities
Define harmonization criteria, perform assessment and define target shared services catalogue		■				<ul style="list-style-type: none"> Shared services catalogue
Develop shared services target operating model			■			<ul style="list-style-type: none"> Target operating model
Rollout shared services				■ ■ ■ ■ ■ ■ ■ ■		<ul style="list-style-type: none"> Rollout of Shared Services

Strategic Articulation ■ RFP ■ Design ■ Implementation ■ Ongoing ■ ■ ■

ER16 National Data Center Consolidation

E-Readines

Initiative Implementation Timeline

Workstep	Months																		Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Conduct data center baseline analysis	■																		<ul style="list-style-type: none"> ▪ Baseline analysis
Identify data center consolidation best practices	■																		<ul style="list-style-type: none"> ▪ Best practices analysis
Identify Data Center target and develop operating model	■																		<ul style="list-style-type: none"> ▪ Target and operating model ▪ Implementation masterplan
Design shared data center			■																<ul style="list-style-type: none"> ▪ Shared data center design
Upgrade an identified tier III data center to tier-IV standards				■															<ul style="list-style-type: none"> ▪ Tier-IV data center
Decommission and migrate servers											■								<ul style="list-style-type: none"> ▪ Consolidated and operational data center

Strategic Articulation ■ RFP ■ Desig ■ Implementation ■ Ongoing ■ ■ ■

ER17 Government Data Network Expansion

E-Readiness

Initiative Implementation Timeline

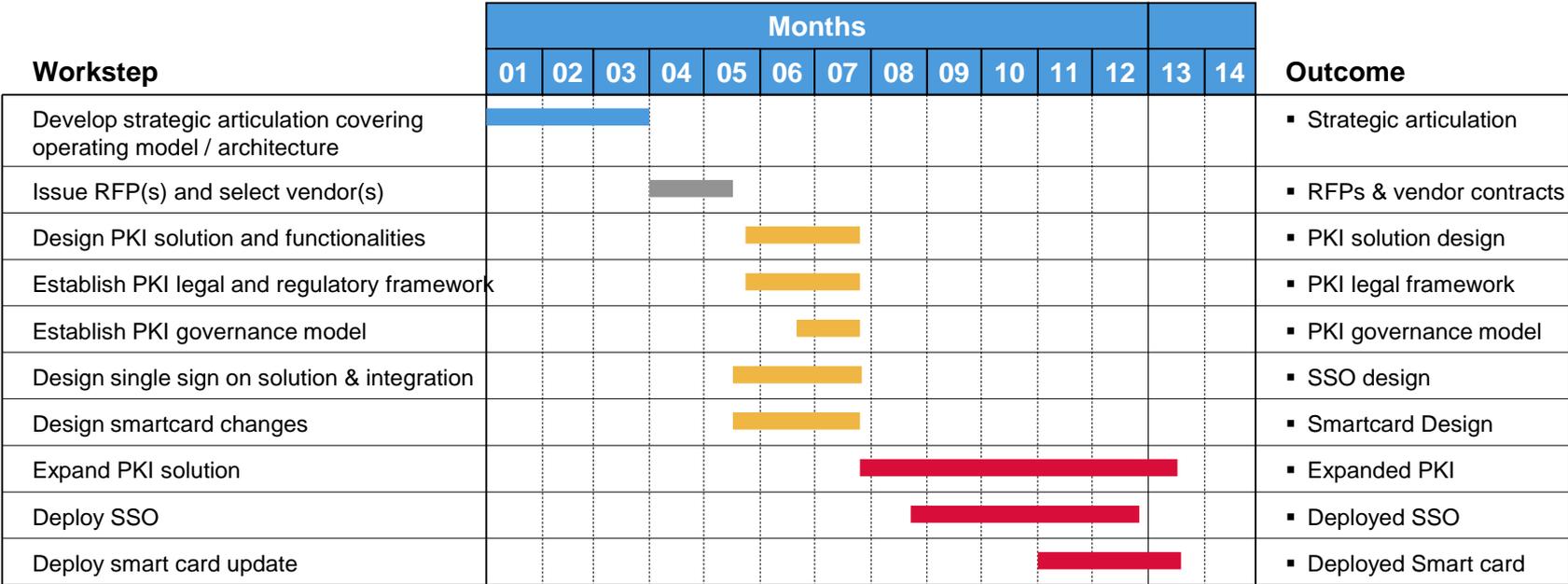
Workstep	Months					Outcome
	01	02	03	04	05	
Develop strategic articulation covering best practices and requirements	[Blue bar from 01 to 02]					<ul style="list-style-type: none"> Strategic articulation
Carry out a speed study and determine target technology solution (speeds and network architecture)		[Yellow bar from 02 to 03]				<ul style="list-style-type: none"> Network design Target speed design
Rollout network to additional entities			[Red bar from 03 to 05]			<ul style="list-style-type: none"> 12 additional connected entities
Upgrade Speeds as Necessary					[Red bar in 05]	<ul style="list-style-type: none"> Additional Bandwidth



ER18 National ID and Access Management

E-Readines

Initiative Implementation Timeline



ER19 Business Continuity Program

E-Readines

Initiative Implementation Timeline

Workstep	Year 1				Year 2				Outcome
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Develop strategic articulation	[Blue bar]								<ul style="list-style-type: none"> Strategic articulation for DR site Business Continuity plan
Issue RFP(s) and select vendor(s)		[Grey bar]							<ul style="list-style-type: none"> Selected vendor(s) and signed contract(s)
Design the functional aspects associated with the Business Continuity plan and the DR site		[Yellow bar]							<ul style="list-style-type: none"> Business Continuity functional design DR functional design
Develop communication and transition plans			[Red bar]						<ul style="list-style-type: none"> Communication and transition plans
Deploy and test the DR site and other systems as per the Business Continuity functional design			[Red bar]						<ul style="list-style-type: none"> Operational DR site
Roll-out communication and transition plans							[Red dashed bar]		<ul style="list-style-type: none"> Rolled-out communication and transition plans



ER20 Location-Based Services Platform

E-Readiness

Initiative Implementation Timeline

Workstep	Months							Outcome
	01	02	03	04	05	06	07	
Develop strategic articulation	[Blue bar]							<ul style="list-style-type: none"> Strategic articulation
Design location-based platform and form relationships with public maps solution vendors			[Yellow bar]					<ul style="list-style-type: none"> Location-based platform design Relationships with maps providers
Deploy location-based platform, develop external feeds and amend SDI accordingly				[Red bar]				<ul style="list-style-type: none"> Deployed location-based platform

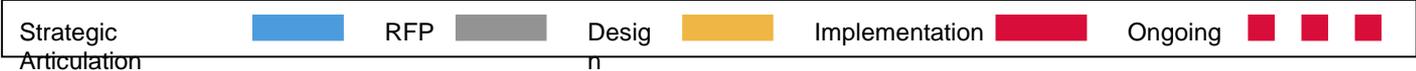
Strategic Articulation [Blue bar]
 RFP [Grey bar]
 Design [Yellow bar]
 Implementation [Red bar]
 Ongoing [Red squares]

ER21 Internet of Things Strategy

E-Readiness

Initiative Implementation Timeline

Workstep	Months								Outcome
	01	02	03	04	05	06	07	08	
Determine Country Opportunities for IoT	[Strategic Articulation]								<ul style="list-style-type: none"> IoT Opportunities Report
Identify IoT best practices	[Strategic Articulation]								<ul style="list-style-type: none"> Best practices analysis
Develop IoT Target Vision and High Level Operating Model		[Strategic Articulation]							<ul style="list-style-type: none"> Internet of Things Vision High Level Operating Model
Define Prototype Scope & Target Model		[Strategic Articulation]							<ul style="list-style-type: none"> Prototype Target Scope & Model
Issue RFP & Select Vendors for Prototype			[RFP]						<ul style="list-style-type: none"> RFPs & Tender Contracts
Design IoT Prototype Solution				[Design]					<ul style="list-style-type: none"> Prototype Design
Develop IoT Prototype Solution						[Implementation]			<ul style="list-style-type: none"> Prototype Solution



ER22 Green IT Strategy

E-Readiness

Initiative Implementation Timeline

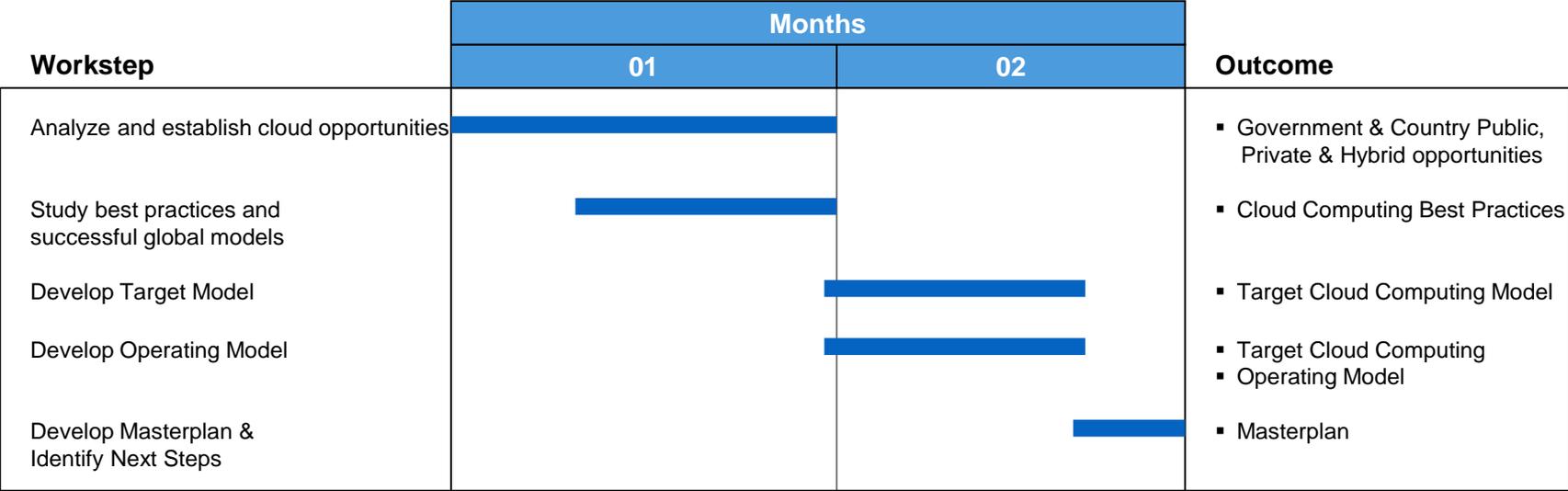
Workstep	Months		Outcome
	01	02	
Conduct green IT baseline analysis			▪ Baseline analysis
Identify green IT best practices			▪ Best practices analysis
Develop green IT vision and framework			▪ Green IT vision and framework
Develop green IT strategy and operating model			▪ Green IT strategy
Develop green IT policies			▪ Green IT policies
Develop implementation roadmap			▪ Implementation roadmap

Strategic Articulation RFP Design Implementation Ongoing

ER23 Government Cloud Computing Strategy

E-Readiness

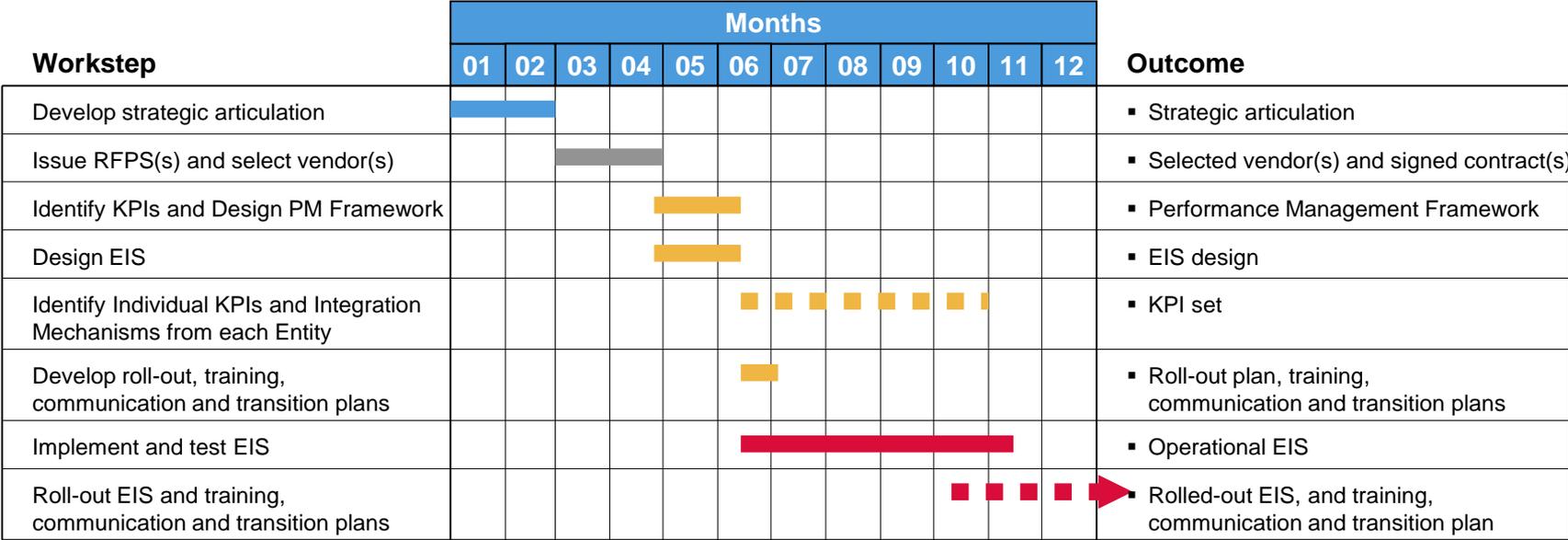
Initiative Implementation Timeline



ER24 eGov Performance Management

E-Readiness

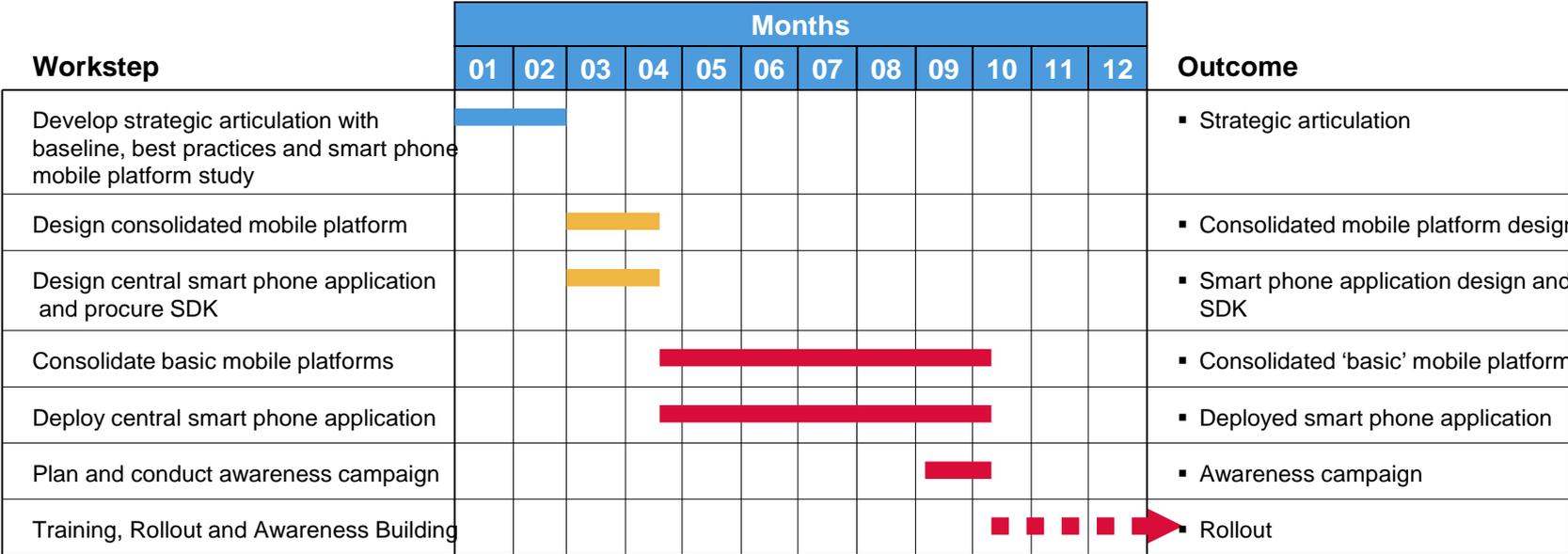
Initiative Implementation Timeline



ER25 Next Generation Mobile Platform

E-Readines

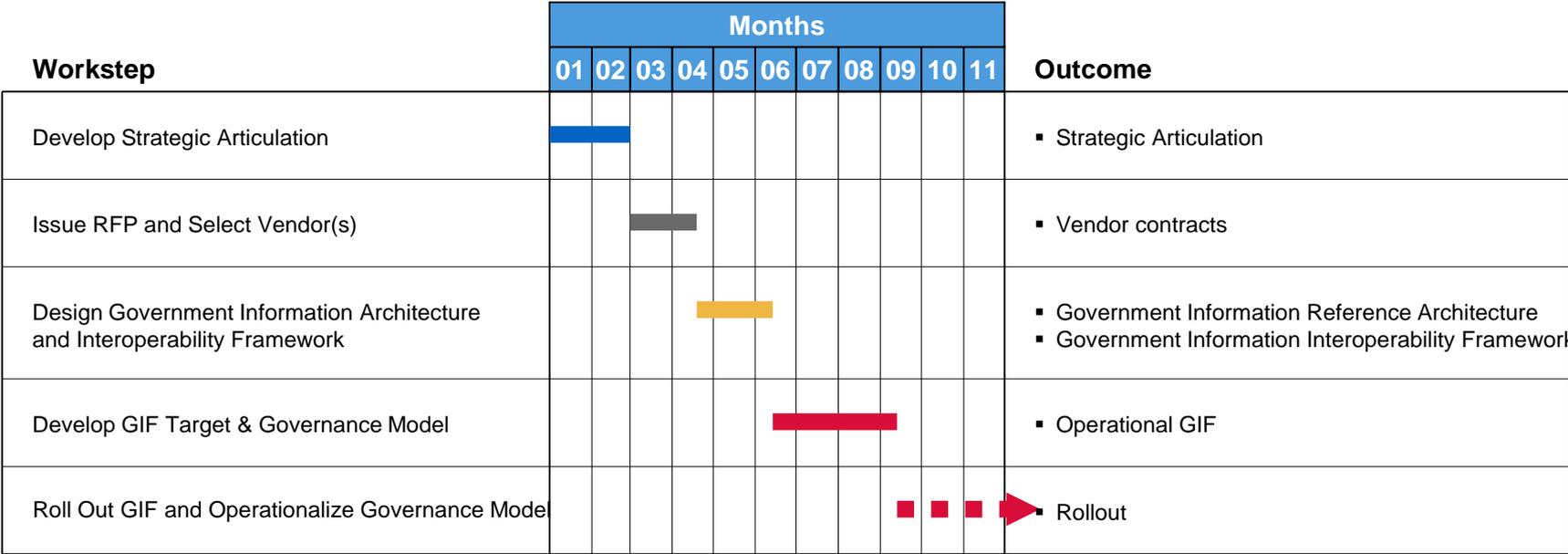
Initiative Implementation Timeline



ER26 eGov Interoperability Framework

E-Readiness

Initiative Implementation Timeline



ER27 National ePayment Platform

E-Readiness

Initiative Implementation Timeline

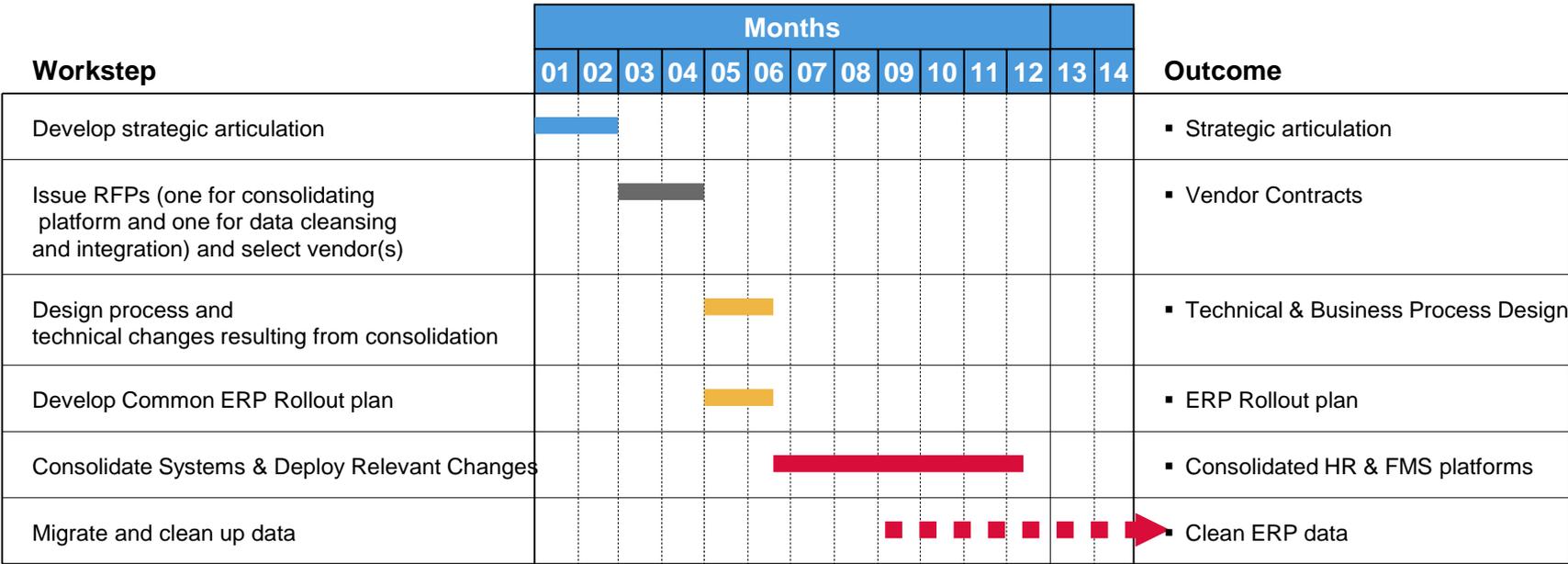
Workstep	Months				Outcome
	01	02	03	04	
Form ePayment / mPayment Baseline And Gather Requirements					<ul style="list-style-type: none"> Payment Baseline and Requirements
Develop ePayment / mPayment Best Practices					<ul style="list-style-type: none"> ePayment / mPayment Best Practices
Define Target ePayment / mPayment Target Model (e.g., Types & Mechanisms)					<ul style="list-style-type: none"> ePayment / mPayment Target Mechanisms
Develop Target ePayment / mPayment Operating Model					<ul style="list-style-type: none"> ePayment / mPayment Target Operating Model
Potential Systems Procurement, Integration and Partnership Development					<ul style="list-style-type: none"> Potential additional systems, integration and partnerships to fulfill electronic and mobile payments



ER28 ERP Consolidation

E-Readiness

Initiative Implementation Timeline



ER29 Information Security Program

E-Readines

Initiative Implementation Timeline

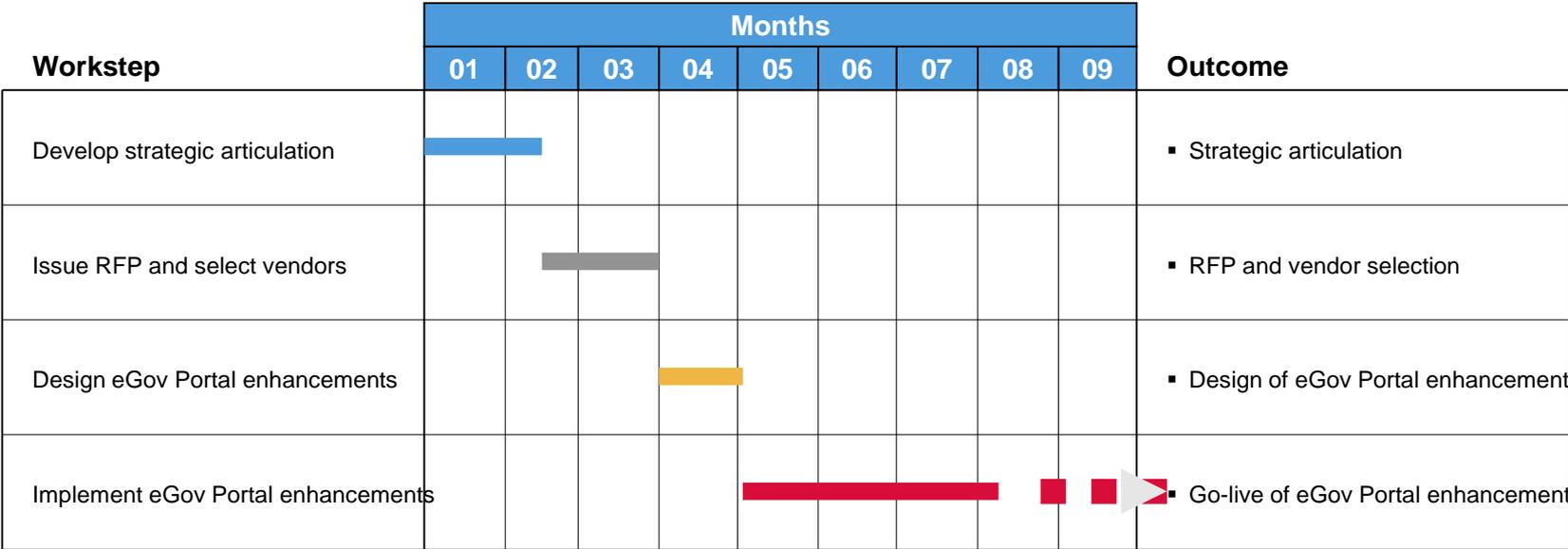
Workstep	Year 1				Year 2				Outcome
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Develop Government-wide information security strategy	[Blue bar]								<ul style="list-style-type: none"> Government-wide information security strategy Government-wide information security policies, standards and guidelines
Design entity-specific policies and technology architecture / blueprints			[Yellow bar]						<ul style="list-style-type: none"> Entity-specific policies and technology designs
Implement information security strategy and enforce policies			[Red bar with arrow]						N/A

Strategic Articulation [Blue bar] RFP [Grey bar] Design [Yellow bar] Implementation [Red bar] Ongoing as needed [Red bar with arrow]

U01 eGov Portal Enhancement

Usage

Initiative Implementation Timeline



U02 Mobile Channel Enhancement

Usage

Initiative Implementation Timeline

Workstep	Months									Outcome
	01	02	03	04	05	06	07	08	09	
Develop strategic articulation	■									<ul style="list-style-type: none"> Strategic articulation
Issue RFP and select vendors ¹		■								<ul style="list-style-type: none"> RFP and vendor selection
Design Mobile Channel Enhancements ¹				■						<ul style="list-style-type: none"> Design of Mobile Channel Enhancements
Implement Mobile Channel Enhancements ¹						■		■ ■ ▶		<ul style="list-style-type: none"> Go-live of Mobile Channel Enhancements

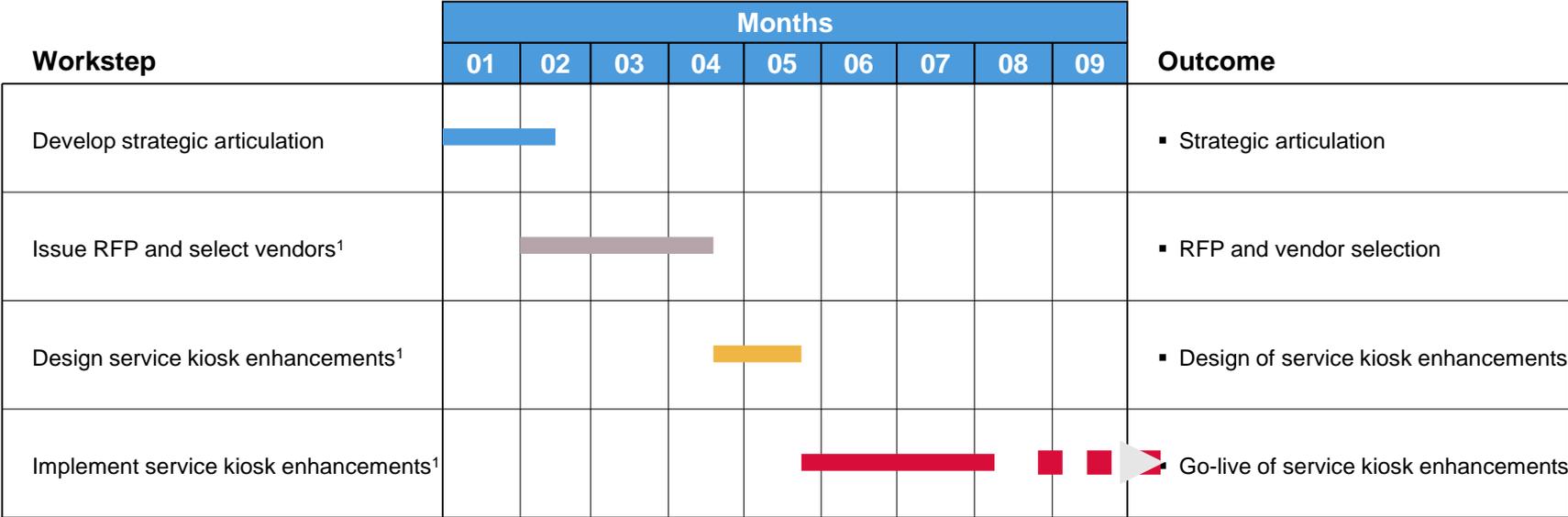
Strategic ■ RFP ■ Desig ■ Implementation ■ Ongoing as needed ■ ■ ▶

¹ Articulation / RFP issuance will be done by MCH, and design / implementation will be done by a vendor

U04 Service Kiosk Enablement

Usage

Initiative Implementation Timeline

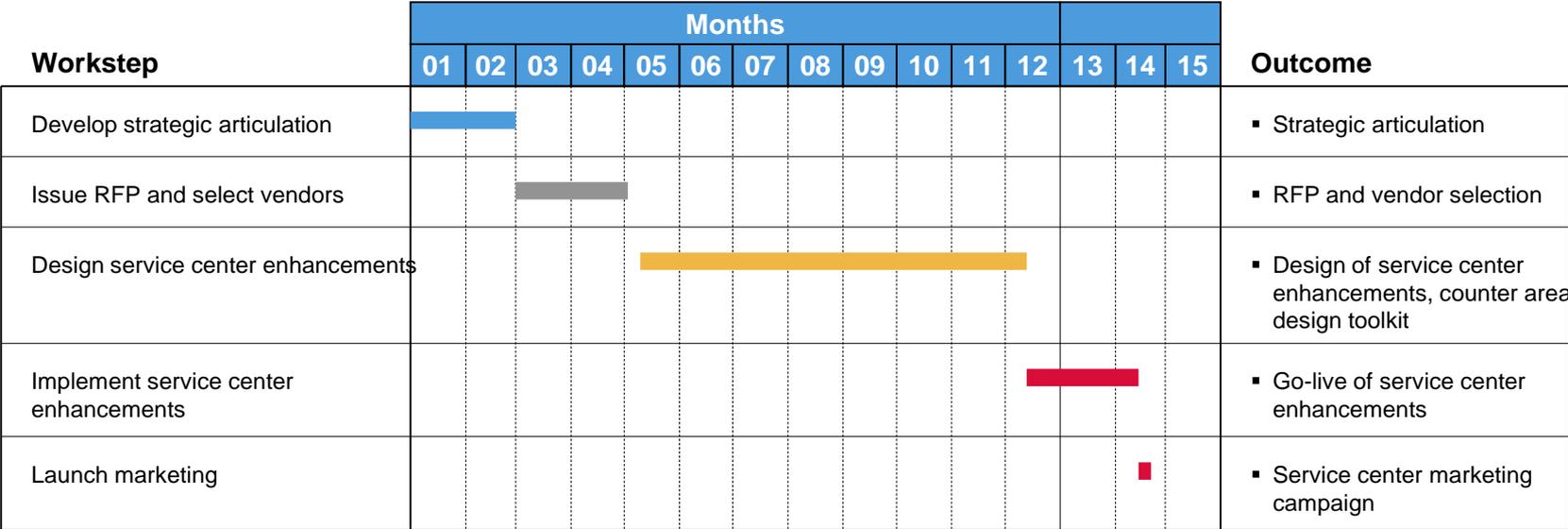


¹ Articulation depends on outcome of current PPP model assessment; assumes that new partner will be selected

U05 Government Service Centers

Usage

Initiative Implementation Timeline



U06 Multi-Channel Management

Usage

Initiative Implementation Timeline

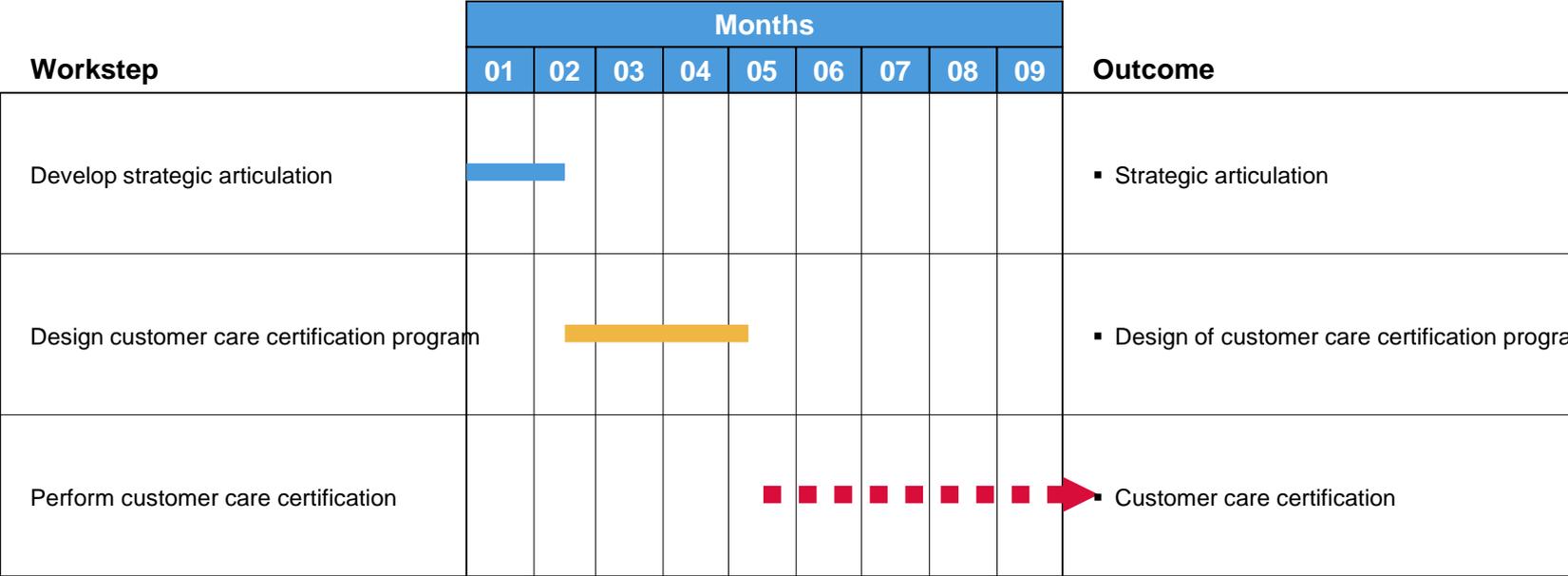
Workstep	Months									Outcome	
	01	02	03	04	05	06	07	08	09		
Develop strategic articulation	[Blue bar from 01 to 03]										▪ Strategic articulation
Issue RFP and select vendors			[Grey bar from 03 to 05]								▪ RFP and vendor selection
Design channel data collection					[Yellow bar from 05 to 06]						▪ Design of channel data sets and system
Implement channel data collection							[Red bar from 07 to 09]			▪ Go-live of channel data collection and analysis	

Strategic Articulation [Blue bar]
 RFP [Grey bar]
 Desig [Yellow bar]
 Implementation [Red bar]
 Ongoing as needed [Red bar with arrow]

U07 Customer Service Quality Certification Program

Usage

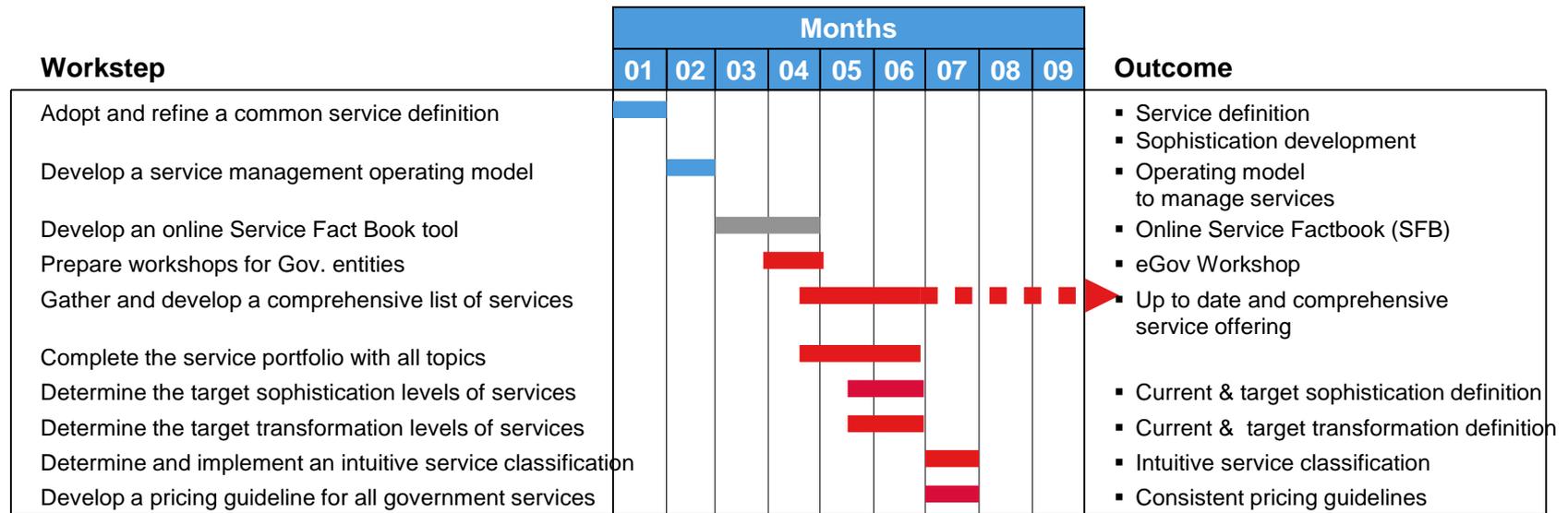
Initiative Implementation Timeline



U08 Service Portfolio Management

Usage

Initiative Implementation Timeline



OM 01 MCIT Operating Model

Operational Model

Initiative Implementation Timeline

Workstep	Month	Months									Outcome
		01	02	03	04	05	06	07	08	09	
<ul style="list-style-type: none"> Prepare new organization setup of MCIT 		[Solid Blue Bar]									<ul style="list-style-type: none"> Formalized MCIT mandate and split of responsibilities Detailed transition plan for MCIT staff Updated job descriptions for MCIT positions Updated MCIT compensation scheme Career management and training plans List of MCIT committees eGov vision tailored for all constituents
<ul style="list-style-type: none"> Implement detailed transition plan and interaction model and recruit additionally required staff 				[Solid Yellow Bar]							
<ul style="list-style-type: none"> Conduct MCIT staff trainings and continuously review job descriptions and eGA-internal processes and policies 					[Dashed Red Bar]					<ul style="list-style-type: none"> Documented MCIT-internal policies and processes 	



OM 02 MCIT Sourcing Strategy

Operational Model

Initiative Implementation Timeline

Workstep	Months						Outcome
	01	02	03	04	05	06	
Develop sourcing strategic articulation	[Solid Blue Bar]						▪ Sourcing strategic articulation
Implement sourcing strategy			[Dashed Red Line]				

Strategic Articulation [Solid Blue Bar]
 RFP [Grey Bar]
 Design [Yellow Bar]
 Implementation [Red Bar]
 Ongoing as needed [Dashed Red Line]
 [Red Arrow]

OM 03 Entity Engagement Toolkit

Operational Model

Initiative Implementation Timeline

Workstep	Months			Outcome
	01	02	03	
Develop entity engagement toolkit				▪ Entity Engagement Toolkit
Roll-out entity engagement toolkit				

Strategic Articulation RFP Desig Implementation Ongoing as needed

OM 04 MCIT Technology Platforms

Operational Model

Initiative Implementation Timeline

Workstep	Months									Outcome
	01	02	03	04	05	06	07	08	09	
Issue RFP and select vendor(s)	■									<ul style="list-style-type: none"> Selected vendor and signed contract
Configure and customize EPM solution		■								<ul style="list-style-type: none"> Configured and customized PPM solution
Develop training and transition plans			■							<ul style="list-style-type: none"> Training and transition plans for PPM solution training
Deploy and test the EPM solution				■						<ul style="list-style-type: none"> Deployed and operational PPM solution
Roll-out training and transition plans					■	■	■	■		<ul style="list-style-type: none"> Rolled-out training and transition plans Trained Project Managers



OM 05 Revenue Generation Programme

Operational Model

Initiative Implementation Timeline

Workstep	Year 1				Year 2				Outcome
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Develop strategic articulation	█								▪ Strategic articulation
Implement the developed strategy		█	█	█	█	█	█	█	▪ Implemented strategy





Budget

The costs of each Initiative were estimated along four categories using a set of assumptions, and then grouped as CAPEX or OPEX

Master plan Budget Categories and Assumptions

Cost Category	Description	Key Assumptions	
Strategy	Manpower costs to develop any strategy / plan associated with the Initiative	<ul style="list-style-type: none"> Assumed to be zero if strategy is to be performed by internal MCIT staff Assumed to be one of four options (i.e., 4-week effort, 6-week effort, 12-week effort and 16-week effort) depending on the complexity of the Initiative, if strategy is to be performed by an external vendor 	} CAPEX
Procurement	Manpower costs to procure vendor(s) required to carry the design and/or implementation phases of the Initiative	<ul style="list-style-type: none"> Assumed to be zero if procurement is to be performed by internal MCIT staff Assumed to be one of two options (i.e., 25% over 6-12 weeks or 50% over 8-12 weeks) depending on the complexity and scope of the Initiative, if procurement is to be performed by an external vendor 	
Design and Implementation	Costs to design and implement the final product/system/solution associated with the Initiative and include manpower costs, hardware costs, software costs and training costs	<ul style="list-style-type: none"> <i>Specific assumptions were developed for each Initiative</i> 	
Operations and Maintenance	Operational and maintenance costs (e.g., hardware maintenance, license upgrade) associated with the Initiative	<ul style="list-style-type: none"> Assumed to be between 10%-25% of the design and implementation costs, depending on the nature of the Initiative 	} OPEX

Budget-Enabling Environment Initiatives

SL No	Pillar	Initiative	Capex Birr	Opex Birr for 5 years	Total Cost Birr
1	EE	National Broadband Agenda	630000.00	945000.00	1575000.00
2	EE	eLiteracy Campaign	2100000.00	3150000.00	5250000.00
3	EE	ICT Education Strategy	945000.00	1417500.00	2362500.00
4	EE	Businesses ICT Adoption Strategy	735000.00	1102500.00	1837500.00
5	EE	eGov Innovation Program	2100000.00	3150000.00	5250000.00
6	EE	eLaws and eRegulations Update	2100000.00	3150000.00	5250000.00
7	EE	Society Engagement Campaign	2100000.00	3150000.00	5250000.00
8	EE	eParticipation Program	1050000.00	1575000.00	2625000.00
9	EE	Government Leadership Engagement Plan	2100000.00	3150000.00	5250000.00
10	EE	Return on eGov Investment (ReGI) Analysis	1050000.00	1575000.00	2625000.00
11	EE	Public-Private-Partnerships Strategy	1050000.00	1575000.00	2625000.00
12	EE	International Partnerships Program	1050000.00	1575000.00	2625000.00
Enabling Environment Total			17010000.00	25515000.00	42525000.00

Budget-e-Readiness Initiatives

SL No	Pillar	Initiative	Capex Birr	Opex Birr for 5 years	Total Cost Birr
1	ER	Knowledge Management	1050000.00	1575000.00	2625000.00
2	ER	eGov Capabilities Management Program	1050000.00	1575000.00	2625000.00
3	ER	eGov Change Management Program	1365000.00	2047500.00	3412500.00
4	ER	eGov Policies and Standards	1050000.00	1575000.00	2625000.00
5	ER	IT Planning and Management Toolkit	525000.00	787500.00	1312500.00
6	ER	Entity IT Strategy	2100000.00	3150000.00	5250000.00
7	ER	eProcurement	4200000.00	6300000.00	10500000.00
8	ER	Customer Relationship Management (CRM)	5250000.00	7875000.00	13125000.00
9	ER	Spatial Data Infrastructure (SDI) Consolidation	12600000.00	18900000.00	31500000.00
10	ER	Document and Record Management	2520000.00	3780000.00	6300000.00
11	ER	Open Data Platform	2100000.00	3150000.00	5250000.00
12	ER	IT Shared Services Rationalization	21000000.00	31500000.00	52500000.00
13	ER	National Data Center Consolidation	42000000.00	63000000.00	105000000.00
14	ER	Government Data Network Expansion	21000000.00	31500000.00	52500000.00
15	ER	ID and Access Management	25200000.00	37800000.00	63000000.00
16	ER	Business Continuity Program	1050000.00	1575000.00	2625000.00
17	ER	Location Based Services	1050000.00	1575000.00	2625000.00
18	ER	Internet of Things strategy	1050000.00	1575000.00	2625000.00
19	ER	Green IT strategy	1050000.00	1575000.00	2625000.00
20	ER	Government Cloud computing	10500000.00	15750000.00	26250000.00
21	ER	eGov Performance Management	1050000.00	1575000.00	2625000.00
22	ER	Next Gen. Mobile Platform	1050000.00	1575000.00	2625000.00
23	ER	eGov Interoperability Framework	105000000.00	157500000.00	262500000.00
24	ER	National ePayment Platform	1050000.00	1575000.00	2625000.00
25	ER	Information security Programme	2100000.00	3150000.00	5250000.00
eReadiness			267960000.00	401940000.00	669900000.00

Budget - Usage Initiatives (1/2)

SL No	Pillar	Initiative	Capex Birr	Opex Birr for 5 years	Total Cost Birr
1	U	eGov Portal Enhancement	3150000.00	4725000.00	7875000.00
2	U	Mobile Channel Enhancement	5250000.00	7875000.00	13125000.00
3	U	Contact Center Enhancement	6300000.00	9450000.00	15750000.00
4	U	Service Kiosk Enhancement	6300000.00	9450000.00	15750000.00
5	U	Government Service Centers	5250000.00	7875000.00	13125000.00
6	U	Multi-Channel Management	1050000.00	1575000.00	2625000.00
7	U	Customer Service Quality Certification Program	1050000.00	1575000.00	2625000.00
8	U	Service Portfolio Management	2100000.00	3150000.00	5250000.00
9	U	Agency for Government House	6930000.00	10395000.00	17325000.00
10	U	Ethiopian Broadcasting Authority	7140000.00	10710000.00	17850000.00
11	U	Ethiopian Investment Commission (EIC)	6090000.00	9135000.00	15225000.00
12	U	Ethiopian Management Institute	6090000.00	9135000.00	15225000.00
13	U	Ethiopian Postal Service	6300000.00	9450000.00	15750000.00
14	U	Federal Supreme Court	6300000.00	9450000.00	15750000.00
15	U	Food, Medicine and Health Care Administration and Control Authority	6720000.00	10080000.00	16800000.00
16	U	General Education Quality Assurance and Examination Agency	9870000.00	14805000.00	24675000.00
17	U	Federal Micro and Small Enterprises Development Agency	6300000.00	9450000.00	15750000.00
18	U	Ethiopian Railway Corporation	5880000.00	8820000.00	14700000.00
19	U	Ethiopian Revenue and Customs Authority	6720000.00	10080000.00	16800000.00
20	U	Ministry of Agriculture	10920000.00	16380000.00	27300000.00
21	U	Ministry of Civil Service	7560000.00	11340000.00	18900000.00
22	U	Ministry of Federal Affairs	6090000.00	9135000.00	15225000.00
23	U	Ministry of Foreign Affairs	7770000.00	11655000.00	19425000.00

Budget - Usage Initiatives (2/2)

SL No	Pillar	Initiative	Capex Birr	Opex Birr for 5 years	Total Cost Birr
24	U	Ministry of Health	7980000.00	11970000.00	19950000.00
25	U	Ministry of Trade	92400000.00	138600000.00	231000000.00
26	U	Ministry of Urban Development and Construction	6930000.00	10395000.00	17325000.00
27	U	Ministry of Women, Youth and Children	6090000.00	9135000.00	15225000.00
28	U	Ministry of Irrigation, Water and Energy	7980000.00	11970000.00	19950000.00
29	U	Ministry of Mines	6510000.00	9765000.00	16275000.00
30	U	Office of Government Communication Affairs	6300000.00	9450000.00	15750000.00
31	U	Private Organizations Employees Social Security	7560000.00	11340000.00	18900000.00
32	U	Public Servants Social Security Agency	6090000.00	9135000.00	15225000.00
33	U	Transport Authority	10920000.00	16380000.00	27300000.00
34	U	Addis Ababa City Administration Education Bureau	5880000.00	8820000.00	14700000.00
35	U	Addis Ababa City Administration Justice Bureau	5670000.00	8505000.00	14175000.00
36	U	Addis Ababa City Courts	6720000.00	10080000.00	16800000.00
37	U	Addis Ababa City Government Micro and Small Scale Enterprise Development Bureau	5670000.00	8505000.00	14175000.00
38	U	Addis Ababa Government Office of Vital Events and Residents Services	6300000.00	9450000.00	15750000.00
39	U	Addis Ababa Water and Sewerage Authority	6300000.00	9450000.00	15750000.00
40	U	Ministry of Culture and Tourism	7560000.00	11340000.00	18900000.00
41	U	Ethiotelecom	6300000.00	9450000.00	15750000.00
42	U	Disaster Prevention and Preparedness Agency	5880000.00	8820000.00	14700000.00
43	U	Addis Adaba ICT Development Agency	5880000.00	8820000.00	14700000.00
44	U	Federal Anti Corruption Commission	6510000.00	9765000.00	16275000.00
45	U	Ministry of Industry	6510000.00	9765000.00	16275000.00
46	U	Ethiopian Agricultural Transformation Agency	5880000.00	8820000.00	14700000.00
47	U	Ministry of Science and Technology	7560000.00	11340000.00	18900000.00
48	U	Ministry of Youth and Sports	7560000.00	11340000.00	18900000.00
Usage			397950000.00	596925000.00	994875000.00

Budget – MCIT Operating Model Initiatives

SL No	Pillar	Initiative	Capex Birr	Opex Birr for 5 years	Total Cost Birr
1	OM	MCIT Operating Model	1379000.00	0.00	1379000.00
2	OM	MCIT Sourcing Strategy	605000.00	0.00	605000.00
3	OM	Entity Engagement Toolkit	408750.00	0.00	408750.00
4	OM	MCIT Technology Platforms	855000.00	0.00	855000.00
5	OM	Self Sustainable Programme	4578000.00	0.00	4578000.00
Operating Model Total			7825750.00	0.00	7825750.00

List of annexures

- 1. Ministry Assessment Report**
- 2. Project Assessment Report**
- 3. Voice of Customer Survey**
- 4. Country Benchmark and eGovernment Model Study Report**
- 5. eGovernment Portal assessment Report**

References

- 1. World Bank – Doing Business Report 2015**
- 2. IMF Country Report 2014**
- 3. UNDP Human Development Report 2015**
- 4. The World in 2015 – International Telecommunication Union Report**