

## e-Government in the Middle East

Excellencies, honoured guests, I am asked to share my thoughts with you on electronic Government, eGovernment, its progress, its potential and its implications in the middle-eastern context. The steady growth of content and functionality on many Arab government Internet portals signals that these governments are determined to leverage all of the advantages of the “new economy.”<sup>1</sup>

In short, the era of e-Government, which is to say transformative government, is very much here to stay.

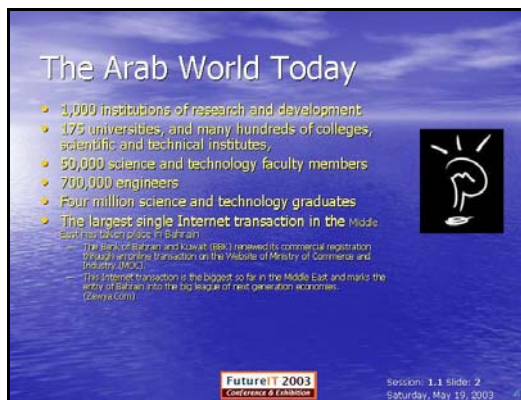
In this sense, the Internet represents more than just a new channel for service delivery. On its deepest level, the Internet is a catalyst that challenges age-old assumptions about how governments operate. This is especially true in the way in which governments can create value for their constituents, through ease of use, better, faster information, and a level of service that customers the world over have come to expect

In a government context, this shift in expectation is mutual:

Customers now expect consistently superior service of government, just as government now expects the Internet to help deliver those services at significantly lower cost. In fact, in just a few short years, the Internet has started to shift the organizing logic of government from a product or process-centric approach to a customer-centric model built on enduring relationships. With this shift, in turn, come new demands—demands that affect everything else inside government, notably, human resources, technical capabilities, and organizational design.

### Evidence of Progress

I am especially delighted to be giving this speech in Bahrain, a country that has emerged as the freest economy in the Arab world. According to the 2002 Index of Economic Freedom, published by The Wall Street Journal and the Heritage Foundation in Washington, Bahrain, ranked as the fifteenth most liberalized economy on global level, represents an example to other countries in the Middle East.



Let us not forget, that in the greater Arab world today, there are approximately 1,000 research and development institutions, 175 universities, and many hundreds of colleges, scientific and technical institutes, 50,000 science and technology faculty

<sup>1</sup> See Deloitte Research report on Global eGovernment

members, 700,000 engineers, and about four million science and technology graduates. Without a doubt, some states are making more rapid progress towards economic, political, social and educational reform than others, particularly along what I have called *'The New Silicon Coast'* that lies between Kuwait and Oman. Both economically and technically, The Kingdom of Bahrain is a demonstration of progress in practise. After all, the largest single Internet transaction in the Middle East has taken place in Bahrain<sup>2</sup>.

There are good economic, political, geographical and structural reasons behind the recent evolutionary successes of some of the smaller states in the GCC. Their population size offers them flexibility and an opportunity for dynamic change and imagination which larger countries cannot easily follow. It is, after all, only sensible to consider that a country with a larger population, such as the Kingdom of Saudi Arabia might experience greater transitional challenges, where the Internet is involved, than a smaller neighbour such as Qatar.

The Arab world has made rapid strides over the last thirty years and the most remarkable progress in the last five. Today one does not need to be clairvoyant, to predict the arrival of large regional, politico-economic changes. Given the dramatic events in neighbouring Iraq and with a new regional order imposed from Washington, the Middle East finds itself facing new challenges that can only be solved through the application of vision, leadership, technology and public sector reform.

Last year, I represented the British government at the eighth GCC eGovernment Conference in Dubai and had the privilege of briefly meeting Her Highness, Sheikha Hessa Al Khalifa.

In passing recognition of her fine work and last year's report from the United Nations (UNDP), we should remind ourselves, that life expectancy across the Arab world has increased by fifteen years while child mortality rates have fallen by two-thirds. Adult literacy has doubled, women's literacy has trebled, calorie intake and access to safe water have risen and poverty is lower than in other developing countries.



Behind such successes lie challenges, a cultural and an urgent need for political reconciliation with the forces of globalisation and the secular world. In solving these challenges you will find the foundation of tomorrow's Arab society, one which

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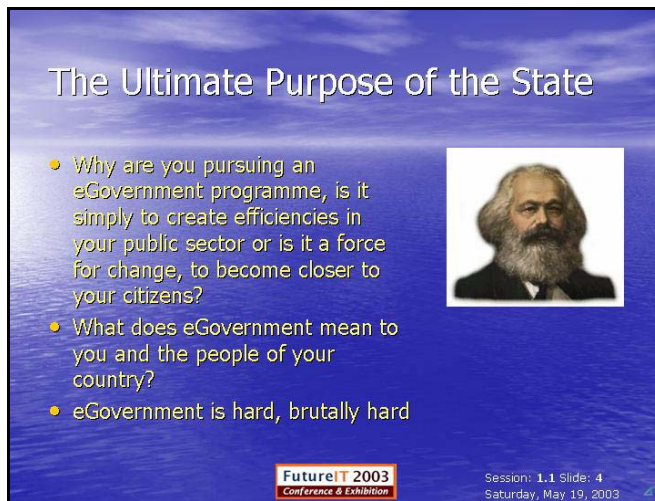
2 The Bank of Bahrain and Kuwait (BBK) renewed its commercial registration through an online transaction of unprecedented value, conducted on the Website of Ministry of Commerce and Industry (MOC). This Internet transaction is the biggest so far in the Middle East and marks the entry of Bahrain into the big league of next generation economies.

increasingly demands a new view of governance, a will to defeat poverty, greater access to health and education and an effort to bridge the knowledge gap with Europe and America, while strengthening personal freedom and encouraging participation in political and economic life of the state.

### **What Does eGovernment Mean?**

I have attended many events on eGovernment between Korea, Riyadh, London and Brazil over the last two years. I have seen different presentations from different governments and heard how different government departments have introduced their services online, meeting varying degrees of success.

What I have heard less of, is what this notion of ‘eGovernment’ means to each society as an instrument of public sector reform and radical social change.



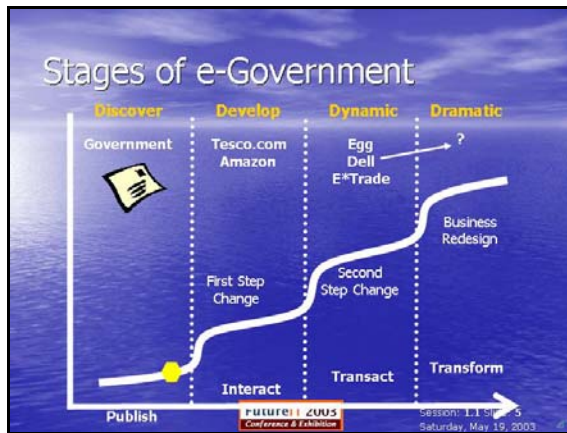
To paraphrase my question to members of the Saudi eGovernment committee in Riyadh last year, “*Why are you pursuing an eGovernment programme, is it simply to create efficiencies in your public sector or is it a force for change, to become closer to your citizens as customers*”?

“*The bureaucracy*”, said Karl Marx “*Takes itself to be the ultimate purpose of the state*” and historically, in the greater Arab world, the Ottoman legacy, the resistance of an entrenched bureaucracy has acted a fundamental barrier to progress of any kind. In Britain, we have a publication that watches the eGovernment agenda, called eGov monitor. Last month I wrote a column entitled, ‘eGovernment, The New Marxism’. In this editorial, I asked whether eGovernment should be compared with Marx’ outdated political ideology - radical in nature, but practical in principle.

While I am going to touch broadly on the subject of eGovernment progress in this region, I would ask each one of you to ask yourself that same question I asked in Riyadh. What does eGovernment mean to you and the people of your country? Does it involve the same concepts we recognise in London or Washington or is there a uniquely Arab flavour to the programme, in perhaps the same way that the European ideal of democracy, in principle and practise may not mean quite the same thing to a Saudi as it might to a Bahraini or an Iraqi.

## eGovernment is Hard

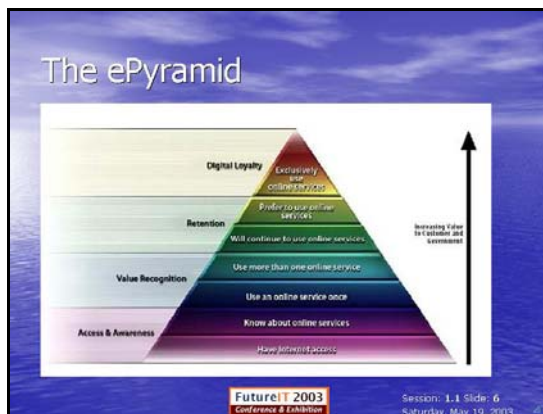
Just a few short years ago, e-Government was a little more than a plan for the Web-enabling of public-facing services. Today, eGovernment is a metaphor for reform, sweeping change in the ways governments serve their constituents.



eGovernment, as my good friend, Alan Mather, the CEO of eDelivery for the UK Government's Office of the e-Envoy, would tell you *"is hard"*. *"Not just hard in fact, but brutally hard. Few countries around the world have made the leap from the usual offline/online switch to delivering genuinely new services"*. Many of the most interesting examples of successful service delivery exist within the borders of the GCC today. In Kuwait, with its civil service recruitment portal, in Bahrain, the first country to demonstrate a successful Internet election and the Emirates with its multi-faceted programme, which even now included 'virtual policeman'.

I could continue and mention the best examples from every state, that I have visited and which I can remember but the list is too long, and one reason that I follow the progress of every country on my website, [ArabGov.Com](http://ArabGov.Com).

It is a universally accepted that eGovernment matures through a series of stages or plateaus, information, transactional, portal and full eService. Each successive plateau acts as both a barrier to and foundation for progress to the next. This has been common wisdom for some years but the trick is how to break through each barrier to the next without a loss of momentum.



In the UK, we spent 2001 attempting to break-through that barrier and carried on in 2002 with the additional benefit of a dramatic surge in Broadband penetration. This may not be a bad thing because we predicted that we would do that. However, to

paraphrase the Mr Blair at the e-summit last November in London – “*We’ve done ok, but not nearly well enough*”.

If Alan Mather were to share his own experience from the UK with you, then he might tell you out that value drives eGovernment visions. There is a growing demand for projects to deliver Return on Investment and to quote Jim Johnson it is also about “*return on requirement*”. You only get a return when you deliver and people use the service, so how do you deliver the minimum functionality with the maximum yield and then incrementally release more.

Customer Relationship Management, (CRM) also underpins eGovernment. Improved service delivery is the key strategic imperative for leading countries and executives. However, CRM has so many connotations and is not a simple thing to describe, implement or use. Just like you “*don’t buy content management*”, you certainly cannot buy CRM and if a society is unfamiliar with the concept of customer relationship management in a Western sense, then eGovernment simply acts as a convenient description for a limited, informational service on the Internet.

In the UK, as in most other countries, less than 1% of the population use government websites on a regular basis. It is hard to move from offering a “*service online*” to witnessing a “*service used*”. True enough and I think many of us would echo that. If the service is hard to find, or does not improve on the paper process, or does not add additional value that cannot be found offline, then usage is bound to be low.

For the most part, people are not even trying to find services online in many cases. That for me, means we’ve failed the neighbour test, meaning that until the service is so good that your neighbour will lean over and tell you what they found using a government website, high usage will remain elusive

Finally, new eGovernment targets are constantly required. There is recognition in the UK that broad-brush availability targets have not matched objectives. The target is not the issue; its execution against the target. The UK government believes that the provision of enough well designed services available will drive usage. One service alone, even with high take-up, does not put an “e” in government.

### ***Each Experience is Different***

From my visits to the GCC states and my conversations with Syrian and Iranian government representatives, I can tell you that it serves no real purpose to examine eGovernment as if it were a competitive sport, like football, which at times, it appears to be. Each country is different, has different levels of investment and ‘teledensity’ and each moves at its own pace, which is sensible because the evidence clearly shows that rushed eGovernment invariably leads to expensive failure.

According to Deloitte Research Governments must also understand the elements of enterprise transformation better —specifically the people, process, technology and organizational structure — necessary for incorporating the Internet and other new delivery channels.



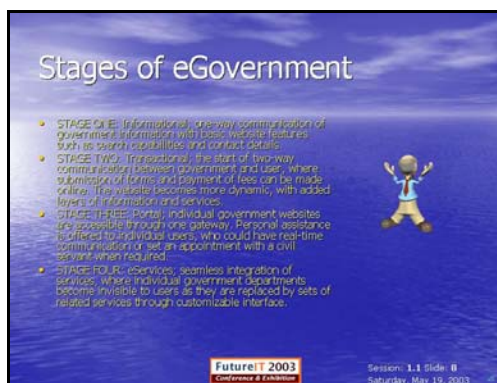
The goal here is a multi-channel customer management strategy, one that, over the long run, will produce the maximum satisfaction for customers and maximum business benefits for the governments themselves. For the Internet, this requires that governments:

1. Know how 'e' they should be
2. Build the business case to link online services to the bottom line
3. Create value in online services
4. Complete the transformation by implementing a customer-centric enterprise.

Since each influences the other, these tasks should be performed in concert, rather than strictly sequentially. Once this framework has been applied, governments will better understand customer choice in service delivery channels, and will be able to make informed decisions on how to invest wisely across all delivery channels.

If we glance briefly at the results of [an analysis](#) by Manchester University<sup>3</sup> (UMIST), we can see the factors that lead to both success and failure in implementing eGovernment in any society, yours or mine:

First, let us forget the technology for a moment and look quickly at what factors contribute to the success of eGovernment work and what factors work against such progress, regardless of where one happens to be looking.




<sup>3</sup> Richard Heeks, IDPM, University of Manchester - eGovernment for Development Information Exchange" project is coordinated by the University of Manchester's Institute for Development Policy and Management.

<b>Factor</b>	<b>Explanation</b>
External pressure	Drive for reform from outside government, e.g. from civil society
Internal political desire	Drive from key government officials for reform and for achievement of e-government goals
Overall vision and strategy	Overall vision and master plan for good governance and for e-government, identifying 'where we want to get to', seeing IT as the means not the end, and integrating IT with broader reform objectives
Effective project management	Including clear responsibilities, good planning and consideration of risk, good monitoring and control, good organisation of resources, and well-managed partnerships between public agencies, and public-private
Effective change management	Including leadership with a project champion, use of incentives to create commitment to and ownership of e-gov project, and stakeholder involvement to build support and minimise resistance
Effective design	An incremental/piloting approach with feasible objectives and quick, scalable outcomes; participatory involvement of all stakeholders, leading to designs that meet real user needs and match real user contexts
Requisite competencies	Presence of the necessary skills and knowledge, especially within government itself; need both management and IT skills and knowledge
Adequate technological infrastructure	For example, encouraged through appropriate telecoms policies

## Factors For Success

- External pressure
- Internal political desire
- Overall vision and strategy
- Effective project management
- Effective change management
- Effective design
- Requisite competencies
- Adequate technological infrastructure



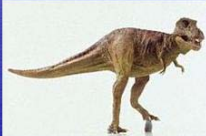
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Compare these success factors with their opposite, why eGovernment projects fail:

## Critical Failure Factors

- Lack of internal drivers
- Lack of vision and strategy
- Poor project management
- Poor change management
- Dominance of politics and self-interest
- Poor/unrealistic design
- Lack of requisite competencies
- Inadequate technological infrastructure
- Technological incompatibilities



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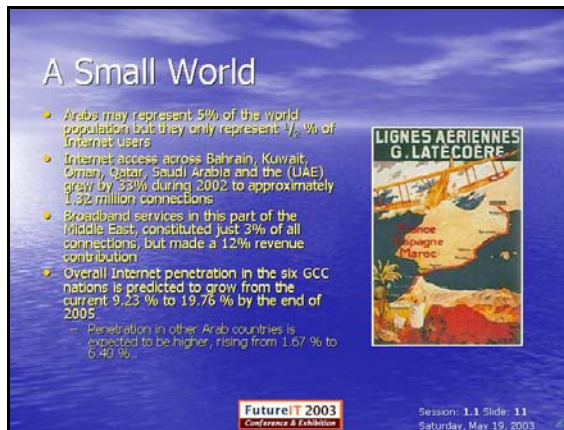
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<b>Factor</b>	<b>Explanation</b>
Lack of internal drivers	Pressures only from IT vendors, with no internal ownership (or understanding of e-gov)
Lack of vision and strategy	Lack of any long-term view, lack of guidance, and lack of link between ends and means; may be caused by ever-shifting senior staff and/or ever-changing policy and political environment
Poor project management	Dispersed responsibilities due to multiple ownership of project; absence or weakness of controls; ineffective procurement
Poor change management	Lack of support from senior officials (causing lack of resource allocation, and negative message to other groups); lack of stakeholder involvement (causing lack of ownership)
Dominance of politics and self-interest	Focus of key players on personal needs and goals, often related to 'playing politics', with symptoms like infighting, resistance where loss of power is feared, 'me too' copying of e-gov solutions for image purposes, obsession with electoral impacts and short-term kudos, and corruption
Poor/unrealistic design	Caused particularly by lack of inputs from key local stakeholders, leading to designs that are over-technical, over-ambitious, or mismatched to local environment (culture, values) and needs; occurs particularly where foreign donors, firms and consultants are involved. Other design problems: lack of piloting, lack of fit to organisational structure
Lack of requisite competencies	Lack of IT knowledge and skills among developers, officials and users/operators; lack of local knowledge among developers
Inadequate technological infrastructure	Lack of sufficient computers or networks
Technological incompatibilities	Inability of computerised systems to interchange data

I think all of us here today would accept that there is no chance of placing an ‘e’ in front of one’s government, like a medal of honour, unless the overall vision and master plan for good governance are present. For e-government, this involves the question I asked in Riyadh, identifying ‘*where we want to get to*’, seeing IT as the means not the end, and integrating IT with broader reform objectives.

Depending on where you look, the Arab world is little different to anywhere else in attempting to balance the two principal eGovernment arguments:

- The supply-side argument dictates that governments cast a broad net by Web-enabling as many services as possible. The rationale: that a justifiable percentage of customers will use all such services if they are provided.
- The demand side argument dictates that governments should provide only what a justifiable percentage of customers want



This brings us in turn to the technology and a significant proportion of the population has access to the Internet. Arabs may represent 5% of the world population but they only represent 1/2 % of Internet users, presenting both a technological and social challenge to the visionaries and reformers who I have had the privilege of meeting in my travels in this region.

### **Connectivity Holds the Key**

I am encouraged, when I read that Internet access across Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates (UAE) grew by 33% during 2002 to approximately 1.32 million connections. However, if you subscribe to US and European theory, a dial-up connection to the Internet lacks the power to drive the eGovernment agenda in the direction of radical public sector reform. Broadband is viewed as the catalyst technology and the statistics, compiled by IDC, indicate that broadband services in this part of the Middle East, constituted just 3% of all connections, but made a 12% revenue contribution. This is indicative of the proportionately high cost of Broadband access, which in the UK, a cost we have now abolished through competition, with the result that we now have over one million Broadband customers paying approximately \$42 a month for unlimited access.

Broadband holds the key to the future and the figures I have read suggest that Bahrain is doing rather better in the delivery of Broadband than most. While broadband is not widely available to the non-business sector yet, the Arab Advisors Group are projecting 14% % ADSL usage across the region by 2006, so the growth is rapid but need to be more rapid still.

Pausing to look at the regional Internet growth figures, Madar Research, which predicts 25 million Internet users in the Arab World by 2005, presently places Bahrain second to the UAE with 22% Internet penetration, rising to Bahrain 32% penetration by 2005. The UAE has been making swift progress, a consequence of a huge government investment programme and it compares well with most European states with almost 28 % Internet penetration while Europe is at 24 %.

When I visited Egypt, two years ago, I was astonished at the speed at which Internet access had exploded since my previous visit. Egypt has been working closely with the British government in the development of its eGovernment programme but unfortunately lies outside of any ‘official’ involvement on my part. I was however most impressed to hear of that country’s progress in the face of poverty and the intelligence and ingenuity of the Egyptian people in finding solutions to technical problems with very little available in the way of resources.

### **Fast Growth in Internet Penetration**

Overall Internet penetration in the six GCC nations is predicted to grow from the current 9.23 % to 19.76 % by the end of 2005. Penetration in other Arab countries is expected to be higher, rising from 1.67 % to 6.40 %<sup>4</sup>. This figure may be partly explained by the fact that the GCC countries – with their more open and vibrant economies and exceedingly higher levels of per capita income – have been able to go through the “initial boom-stage” much faster than the rest of the Arab world. The United Arab Emirates and Bahrain will maintain the lead, with their Internet penetration rates climbing to 38 % and 32 %, respectively, by end 2005.

As ever, education remains a critical piece of the puzzle and I was delighted to receive an invitation from His Excellency, Majid Ali Al Noaimi, to visit your university last year, where I was informed that student figures were doubling. Coincidentally, Bahrain also leads the GCC in PC penetration at almost 16 %, followed by the UAE (roughly 14 %), Kuwait (almost 12 %), and Saudi Arabia (over 6 %).

Lebanon and Jordan, which are currently the only Arab countries outside the GCC exhibiting Internet penetration rates comparable to those inside the GCC, are also expected to continue to show relatively strong Internet penetration levels and Jordan continues to make great strides with arguably limited economic resources.

**Bahrain Government scores in eGovernment progress**

- Brown University - Global eGovernment survey (2001)
  - The survey found that 11 % of Bahrain government websites were offering services online
  - Thirty-two per cent of public websites were offering publications online, with 58 % having databases
  - Overall, Bahrain even outperformed the United Arab Emirates - which scored consecutively 7 %, 43 % and 50 %.
  - The US scored 34 %, 98 % and 90 %.
  - An indicator of eGovernment readiness in the same survey gave Bahrain a global ranking of 26.2 % – with the United States ranked the highest at 57.2 %.

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<sup>4</sup> Source Madar Research

The GCC may be only one part of a larger Arab world but it remains the indisputable leader when it comes to evidence of eGovernment progress and the visionary reform. According to Brown University, which published a global eGovernment survey in October 2001, the Bahrain Government scores well in terms of eGovernment progress, in contrast with 195 other countries?

The university graded each country's online presence against 28 different criteria – including availability of contact information, publications, databases, portals and the number of online services. The survey found that 11 % of Bahrain government websites were offering services online. Thirty-two per cent of public websites were offering publications online, with 58 % having databases.

Overall, Bahrain even outperformed the United Arab Emirates - which scored consecutively 7 %, 43 % and 50 %. - The US scored 34 %, 98 % and 90 %. An indicator of eGovernment readiness in the same survey gave Bahrain a global ranking of 26.2 % – with the United States ranked the highest at 57.2 %.

Arabisation is a 'Hot topic' everywhere in the GCC. I find it interesting that Madar, in its research, reports that the 49 % of the 37 main government sites in Bahrain are published in English, while 48 % are bilingual English/Arabic, and 3 % are published in Arabic only. This is of course good news for me as an English speaker but I think we would all agree that if the Internet is to become a viable force for change then it must be within reach of and accessible by everyone in their native language as a priority.

### **Different Speeds**

Like the European Union, each country in the GCC moves at a different speeds. Oman hopes to generate 3,000 new jobs within three years during which time all government departments hope to have an internet presence and at least four organisations will have web transactional facility.

The United Arab Emirates Ministry of Information and Culture's website has become one of the most important electronic databases, attracting over four million visitors from about 130 countries since last December. Its Website offers information for people visiting the UAE, a fully searchable database on UAE hotels, a shopping centre, with information on what to buy and where to buy it, a series of special "question facilities", including a unique "Ask the Minister" feature and a detailed information on the UAE government.

**Dubai Scores Well Against EU**

- Dubai, according to Madar Research is now on equal terms with leading European Union states in the delivery of basic online services on offer to businesses and individuals
  - Dubai overall score similar to that of the UK which ranks fourth in the European Union in terms of the online availability of basic public services
  - 44 % of Dubai's e-services for businesses are reportedly fully transactional, while 30 % of services offered to individuals have attained the same level, receiving full score. Some basic e-services are still under development

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The Government of Qatar, which, like Oman, I visited a year ago to meet with my good friend, Dr Al Mohanadi, is scheduled to launch its eleven core eGovernment services in October. Last week it launched a Visa On-line service allowing nationals of 33 countries to apply and receive visas on-line

Dubai, according to Madar Research is now on equal terms with leading European Union states in the delivery of basic online services on offer to businesses and individuals.

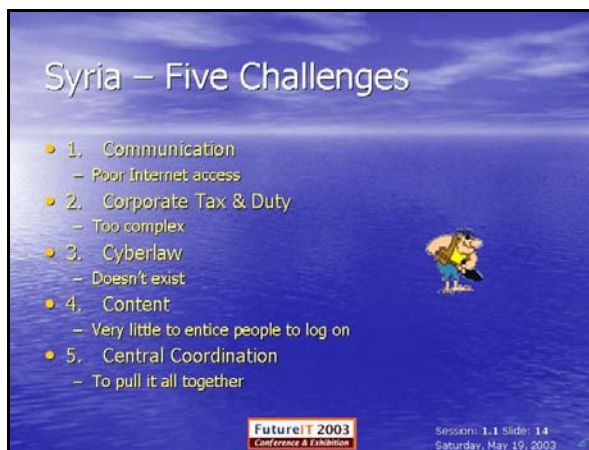
Nevertheless, not all that glitters is gold and 44 % of Dubai's e-services for businesses are reportedly fully transactional, while 30 % of services offered to individuals have attained the same level, receiving full score. Some basic e-services are still under development

However, this result gave Dubai an overall score similar to that of the UK, which ranks fourth in the European Union in terms of the online availability of basic public services. It supports the argument that I had with one of Mr Blair's Downing Street advisors after my last visit to the region, when I told him that Britain could learn as much from the eGovernment experience of the GCC as the GCC can learn from us.

### **Regional Contrasts**

Contrast Dubai and Bahrain with Jordan's great step forward under the visionary leadership of King Abdullah and Syria's almost hesitant experiment with the World Wide Web.

Over a year ago, the British government sent a mission to Syria as part of a special arrangement made between Prime Minister Tony Blair and President Bashar Assad. The experts identified much strength in Syria such as willingness to change, good IT expertise and a relatively low wage economy. There were also serious weaknesses (not unique to Syria) that needed addressing such as the poor legal, communication and financial infrastructure and the government's attitude to information technology.



At the end of last year, I met with Bouthaina Shabban and was invited by the Syrian Embassy to Damascus. Since then, I suspect that politics appeared to have stood in the way of the invitation. What has been proposed to Damascus, is that IT will add substantial value to the whole economy, enriching the lives of all Syrians. The abiding threat is that whilst Syria needs IT, IT does not need Syria.

An example of the problems complexity was the decision to ban access to popular Internet eMail services to reduce network congestion. This is now deterring foreign visitors to Syria who expect to be able to ‘do’ email wherever they are.

Without going into detail, Syria has five challenges of its own to overcome, which other Arab states are already part or most of the way towards solving. Before it can start thinking in terms of e-anything, let alone eGovernment, Syria has to start with the basics and these are:

- Communication (poor Internet access)
- Corporate Tax & Duty (too complex)
- Cyberlaw (doesn’t exist)
- Content (very little to entice people to log on)
- Central Coordination (to pull it all together)

The country also has to develop an eGovernment Strategy – which splits into two parts: an overall strategy, with Prime Ministerial ownership brought about by early deliverables plus good cross-departmental coordination and prioritisation taking those first steps in a demonstration project towards a single “eMinistry”.

### **The Vision Thing**

At this point in my speech, I have shared with you some of the statistics of progress and identified the challenges held in common by everyone involved in moving the eGovernment agenda forward in the Arab world.



Let me finish with some thoughts of my own, as one who has been highly critical of the weaknesses revealed in my own country, through a frequently politically motivated rush towards the Internet and IT.

Do not be seduced by the promises of transformational IT in my experience can make a poor system worse before it gets better. A prime example of this might be our National Health Service in the UK, which had had millions upon millions of pounds of technology thrown at its poorly managed infrastructure to no obvious benefit.

I noted, that this month, former Jordanian Prime Minister, Abdul Raouf Ar-Rawabdeh, has urged Arab governments not to blindly adopt typically foreign experiences while implementing e-governance but instead develop a style which best suits the conditions of the region.

He is quoted as saying that *"e-governance is not a new government that undertakes the responsibilities of the traditional government, but a new approach in the government activities."*

Many eGovernment projects have also failed very expensively in the UK. There are excellent examples of where online services can make a cost and qualitative difference to their predecessors but there are others that fail and fail badly. Why is this?

eGovernment is as much about good management as it is about IT. If the system in question is a poor one, then throwing expensive technology at it will not make it better. Indeed, it can make it worse, with the result that one is left with two bad services running in parallel under a single budget; the old system which doesn't work and the new system which works sometimes but not very often.

The greatest challenge I see for the Arab world in deploying eGovernment involves management, customer relationship and service. In many countries in the region, management structures are so hierarchical and inefficient that progress and ambition can only exist on paper and not in reality.

There is another challenge as well, reflected in a conversation I had with his excellency, Minister Yousef Al Ebraheem in Kuwait. On the one hand, the use of IT and the Web-enablement of government creates efficiencies that encourage a public sector renaissance in the Arab world. This in the shape of reform and the ability for the citizen to transact with government departments in a way never experienced before.

On the other hand, Arab nations are top-heavy where their public sector workforce is involved and if you create such efficiencies you subsequently remove the need for a large civil service and create the prospect of unemployment.

In the UK 30% of the population work for government and we are predicting the loss of 80,000 jobs as a consequence of our eGovernment programme but how, in the Middle East, are you going to deal with a the downsizing of your public sector workforce? Where will all these hundreds of thousands of people find work or are we divided by our understanding of what eGovernment means to a developing society?

This brings me back once again to my earlier question. Why are you doing this and what does eGovernment mean to you? I believe that several societies in the Middle East can achieve the can of eDelivery that we are working for in Europe. However, I believe that others in the region will have to overcome deep-rooted cultural challenges before they can imagine themselves delivering anything close to the kind of services and relationship that Europe and America would recognise as eGovernment.

I will conclude by saying that eGovernment is a revolutionary movement that shares the same kind of dynamic as other revolutions in history. The technology is simply a tool, which, if applied correctly, accelerates the pace of reform. It is however the people that make the real difference, the visionaries sitting in this audience today who share a sense of purpose and who will play a vital part in managing and directing that process of change and reform that will add new vitality and confidence to government in the Arab world.

## The Author

Managing Director of [Zentelligence](#) (Research) and for eighteen years Chairman of The Research Group, Dr Simon Moores has also chaired many IT User Groups and Forums. These have included the Lotus Forum – The Java Forum, The Microsoft Forums - The eGovernment Forum, Security First and The ASP/xSP Community.



As an advisor and consultant, Dr Moores has assisted The Foreign & Commonwealth Office and Trade Partners UK and has represented the Office of The e-Envoy, as an ‘Ambassador’, at both EEC and International Government events and conferences in the Middle East. He is the Editor of [www.arabgov.com](http://www.arabgov.com) an eGovernment information resource for the Arab world.

A broad-spectrum information technologist, Dr Moores is widely recognized for his independent, forthright and often controversial opinions, writing and publishing research in Computer Weekly, ComputerWeekly.Com, eGov monitor, The Observer, Arab News and many other national and international publications.



Acknowledged as a leading independent authority on Microsoft and its business strategies, Simon Moores has appeared regularly on BBC News, Sky Television News’ ‘Business Report’, Jazz FM radio, Channel 4 News, CNN, CNBC and Bloomberg television and radio.

Acting internationally, [Zentelligence](#) (Research) Ltd advises governments, vendors, business and the media on the evolution and application of Internet technologies, as well as eGovernment intelligence, information economy and information security issues.

