

e-Government Strategy 2014 – 2018

DRAFT

Government of Liberia

1

Executive Summary

This document presents a strategy for development and implementation of electronic government “e-Government” in Liberia for the period between Q2/2014 to 2018. The Strategy reaffirms e-Government to the goal of delivering high-quality customer-centric and performance-driven services to e-Government customers. e-Government is a key enabler for accelerating work processes, delivering services to citizens and businesses, and increasing transparency and accountability, while also lowering costs of operation. An e-Government strategy is a guide to show us ‘where we are at present’; ‘where we want to be’; and ‘what we are supposed to do to reach there’.

By closely aligning with the National Agenda for Transformation, e-Government will contribute to Liberia's economic and social development, as well as the transformation into a competitive, innovative knowledge society.

This document represents an important milestone in the evolution of e-Government in Liberia. Using lessons learned from Liberia's initial phase of e-Government, and leveraging global good practices, this Strategy will guide the government and other key stakeholders whose ownership and leadership are vital to delivering e-Government services in Liberia.

Liberia's National Telecommunication & ICT Policy of 2010 - 2015 was promulgated by the Government to address the need for Liberia to become a knowledge-based society, as well as the need to harmonize independent ICT related initiatives that aimed at improving service delivery in all sectors.

e-Government Vision

e-Government in Liberia is dedicated to delivering services to people cross society, irrespective of location, economic status, education or ICT ability. With its commitment to a customer-centric approach, e-Government will transform government and contribute to the nation's economic and social development. With this in view and in consultation with key stakeholders the following vision was calved for the Liberian e-Government strategy:

"Harness the potential of ICT to bring the government closer to the people through effective governance, improved service delivery and socio-economic growth".

From this vision five (5) key vision elements are identified. The key elements are:

Figure 1.1: Key Elements of the Vision

Citizen Centered Efficiency Productivity Infrastructure Governance

This e-Government strategy aims to provide a clear road map to accelerate Liberia Government's effort toward delivering quality and responsive services to the public. In addition, it shall facilitate greater coordination within the public sector and guide the modernization of the Government's complex administration.

e-Government Outcomes

The Strategy:

- ξ crystallizes these key vision elements into outcomes;
- ξ it presents priority e-Government initiatives and projects; it identifies outcomes and targets to facilitate performance control and
- ξ raises accountability by clearly defining the responsibilities of key stakeholders.

Ten key outcomes identified to enable the realization of the vision are:

- ξ Outcome 1: Online Government Services
- ξ Outcome 2: Diversified Civil Service Channels
- ξ Outcome 3: Standardized Government Administration Process
- ξ Outcome 4: Connected Government
- ξ Outcome 5: Growth of ICT Entrepreneurship
- ξ Outcome 6: Increase Private Sector Participation in e-Government
- ξ Outcome 7: Expand Nationwide ICT Infrastructure
- ξ Outcome 8: Digitalized Community
- ξ Outcome 9: Established e-Government Governance Structure
- ξ Outcome 10: Established e-Government Regulatory and Legal Framework

**e-
Government**

Portal

The Government Portal is a single window lined with

e- government, information providing system, and operation infrastructure in order to

maximize **Ministry of Post & Telecommunica** Q4 2014

4

efficiency/productivity and provide Q2 2015 rapid/high quality administration services to citizens. One website helps to reduce the cost (money/human resource/space) compared to operating separate web sites. In addition, it helps the customers easily find administration services through just one website.

Mobile Gateway

Mobiles are used worldwide for providing Government service due to their high penetration. Some of the advantages

Call Center The Call Center will essentially provide support for all government services. It shall serve as a first point of contact for most customers exploring alternate delivery channels. The call centre would also provide information on all government services with certain value added services like status checking, and grievance redresser for all services. The call centre is expected to provide multi-lingual support.

of the mobile Gateway as a service delivery channel are:
ξ A mobile gateway helps in providing services to customers on the move.
ξ Reduction in cost of delivering and availing services. ξ Anytime, anywhere access to information and select public services
It reduces the need for the citizens to visit the Government office for information, thereby helping in reduction of the load on the physical infrastructure of the government departments.

LIBTELCO Q3 2015

e-Agriculture

To provide information & services to all stakeholders in the Agriculture sector (farmers, importers, exporters, investors, Government/regulatory agencies, research & support institutions) efficiently using ICT, and enable all stakeholders to contribute & participate in the development of the Agriculture Sector. This will provide:

ξ Improvement in Agriculture services provided by Government
ξ Provide access & improve access to informational & transactional services to all stakeholders across the country
ξ Improve Government administration and supervision of the Agriculture sector by using ICT

Ministry of Post & Telecommunications and Ministry of Information, Cultural Affairs and Tourism

e-Transport Provisioning of major informational and

transactional services related to transport ministry through electronic channels thereby improving the service delivery's quality and efficiency. This will provide:	licensing process leading	Q3 2015 Q4 2015
ξ Convenience to the general public, business community, other ministries for informational and transactional services	Ministry of Agriculture	
ξ Improvement in the service levels of transport ministry's services leading to efficient delivery of licenses, information and other services	Ministry of Transport	
ξ Uniform and transparent		

to efficient service delivery and accurate monitoring of certification and licenses and other vehicle registration information	Convenient	Convenience to the general public , he	Management of Unemployment in the country
e-Land Real property registration system is a management system that allows a registration officer (public official) to register real properties and legal relationship in an official registry in accordance to the law and to keep maintenance of the registry.	Real property registration system is a management system that allows a registration officer (public official) to register real properties and legal relationship in an official registry in accordance to the law and to keep maintenance of the registry.	althcare institutions(hospitals and pharmacies) for informational and transactional services	Issuance and certification for unemployment
Unlike movable properties, it is rather difficult to keep track of the ownership or occupants of real properties. For this reason, the government makes public notice of real property information and its legal relationship through the registry.	Improvement in the service levels of health ministry's services leading to timely medical aid to the citizens thereby improving the overall health scenario in the country	Uniform and transparent licensing process leading to efficient health care service delivery	Integration and licensing of the Agencies
e-Health Provisioning of major informational and transactional services related to Health through electronic channels thereby improving the service delivery's quality and efficiency. This should provide:	Convenient and accurate monitoring of certification and license status of health care institutions	Convenient and accurate monitoring of certification and license status of health care institutions	Issuance and renewal of work permit
ξ	e-Labor Provisioning of major informational and transactional services related to Employment to the ministry of Labor through electronic channels thereby improving the service delivery's quality and efficiency . This should provide:		e-Trade Provisioning of major informational and transactional services related to Trade and Industry through electronic channels thereby improving the service delivery's quality and efficiency. This should provide: Convenience to the Industries, Businesses ,Large, Medium, Small and Micro Enterprises, Investors and the general public for informational and transactional services
ξ			Improvement in the service levels of Trade and Industry ministry's services leading to timely Business aid to the

citizens thereby improving
 ξ
 the overall Economic scenario in the co
 untry
 ξ
 Uniform and transparent licensing proc
 ess leading

Labor

**Ministry of
 Lands, Mines & Energy**

**Ministry of
 Commerce**
 Q4 2015

Q3 2015

and

**Lands
 Commission**

**Ministry of
 Health**

Q1 2015

Some
 aspects are ongoing

Q2 2015 Some
 aspects
 have
 already
 started

Ministry of

to efficient Trade and Industrial service
 delivery
 ξ
 Convenient and accurate monitoring of
 certification
 and license status of Business institutio
 ns

e-Justice Provisioning of major
 informational and transactional
 services related to Court to Ministry of
 justice, Supreme
 Court and Regional Courts, County
 Courts through
 electronic channels thereby

improving the service
 delivery's quality, tracking and
 efficiency. This will
 provide:
 ξ Better awareness about
 functioning and processes
 of the Ministry of Justice, Supreme Cou

rt.	ξ		
ξ		Provide access to education across the	
Digitized copy of the Law, Acts and cas	country		
e Documents.	ξ	Improve teaching standards by	
ξ		providing on-line	
Applications for the Case filling, Proper	access to latest teaching aids, material,		
ty Details etc.	techniques		
Key Components include:	ξ	Improve Government	
ξ E-Court Portal	administration and		
ξ	supervision of the education sector by		
Property and Land management syste	using ICT		
m	ξ		
Case Management Application	Improve overall quality of education in	Ministry of Education	
e-Education	the country		Q2 2015
The e-Educational Administration System	through distance		
m seeks to provide people with	ξ		
educational administration service	learning, E-learning, computer based tr		
via the	aining (CBT)		
Internet and enhance citizens' conveni			
ences with on-line			
issuance of educational certificates			
available in every	Ministry of Justice		
educational institution. The system als			
o takes the lead in			
standardizing and improving service			
procedures and			
developing required laws and			
regulations to increase			Q1 2015
efficiency. Thereby, it			
enables teachers to focus fully on			
their job of teaching. This should provi			
de:			Some
ξ Improvement in education			aspects of e-Education implementa
services provided by			tions have already
Government			started
			nels (Portal, call centre, etc)
			Email can be used as a
			very effective medium for
			the
	ξ	Better functioning and proc	inter-office and intra-office
		esses of the Ministry	communication. Though so
		of Foreign Affairs	me of the MACs use the
	ξ	Faster & more efficient	commonly used web-based
		issue and management	mailing services, it is
		of applications and docume	limited by internet
		nts	access. The email-ids
e-Passport & Visa			Ministry of
	Centralized		Foreign Affairs
	Email System		
	Automation of services	ξ	
	provided with respect to	opportunities for	
	issue, renewal of	fraudulent applications	
	passports and visa	Key Components include:	
	services of Ministry of	ξ	
	Foreign Affairs. This should	Passport & Visa Managemen	
	provide:	t Application	
		Status check facility on chan	

Ministry of Post &

7

Human Resource Management Information System

of government resource personnel is imperative to bring in efficiency and improve productivity. A government wide Human Resource Management System is a compelling tool for this purpose.

It is recommended that Government wide HRMS solution is commissioned across all government agencies under the leadership of Civil Services Agency. As per the assessment study, some work has already been undertaken in this regard. Following benefits are envisaged from this project:

- ξ Employee empowerment
- ξ Enhancement of computer usage skills of employees as they are likely to use the system for availing services
- ξ Efficient and effective management of the government workforce

Ministry of Finance / MoPT
Q2 2015 Q4 2015

National e- Payment System

must be created for the important functionaries in the department. Since the email system will be common across the departments, the common system can be used across with the standardization in email addresses.

The efficient management

e-County

Provisioning of the e-services to ensure a safe and clean environment for a healthy and productive society with improved access to social services and physical infrastructure. This will provide:

- ξ Institute good governance with efficiency, transparency and accountability to the residents.
- ξ Overall citizen satisfaction by providing convenience and improved service delivery.

Civil Services Agency

- ξ Improve the quality of Citizen Service Delivery System and offer these services with optimal effectiveness and transparency.
- ξ Allow data sharing across different departments, thus bringing about the efficiency in

administration functioning.

ξ Help different departments to improve their revenue collection efficiency. **Ministry of Internal Affair**
Q3 2015

international confidence by supporting high quality business configuration of service.

ICT Business Incubator

The focus of the Incubation centers is to create strong companies that can sustain themselves after a period of initial assistance. Government provides policy and financial support, but does not run the incubator directly.

Ministry of Posts & Telecommunications
PPCC and
Q4 2015

e-Procurement

Providing the Single Gateway to support business competitiveness from establishment of companies to operation, it provides one-stop administration service in portal. The Business Portal is aimed at supporting business with convenience and enhancing the country's

Given the high percentage of government procurement as a percentage of total procurement in the economy, a

Q1 2016 Q1 2015

Ministry of Commerce

8

ministries with a common platform to transact. With features such as demand aggregation, catalogue based procurement, dynamic pricing engine, etc; the system is expected to cut down the transaction costs for not only the government, but also suppliers.

, Wimax etc) is a mandatory requirement for gaining access to citizens and businesses throughout Liberia.

The GovNet project embodies the concept of inter-networking, where multiple Local Area Networks (LANs) of varying protocols from several ministries and public sector agencies are connected to the GovNet. It is the development of a government backbone network that connects all MACs.

Government Shared Service Center

To enable ICT applications and services that are highly

A number of MACs are connected through the IFMIS project. More Services should be implemented on the infrastructure

This would provide a single facility to house the hardware, software and staff. It would b

Business Portal

National Broadband Network

Government Wide Area Network (GovNet)

Community Computer Centers

comprehensive e-Procurement solution can substantially improve efficiency and cost effectiveness of government procurement and brings transparency for businesses dealing with government. E-Procurement system will provide businesses and

integrated into everyday life – used pervasively for work, study, play and entertainment, there need for a high-speed broadband connectivity anytime, anywhere. Such a broadband is no longer a luxury, but a source of national competitive advantage. The availability of a national broadband network, irrespective of the type of technology used (fiber optics

e physically secure (guarded premises with controlled physical access) and protected against natural disasters (fire, floods, etc.) and malicious attack. It would provide 24 X 7 X 365 service levels (adequate monitoring staff, backup hardware, etc.) and should be equipped with redundant environmental controls (duplicate sources of electrical power, air conditioning, etc.)	Finance	and		Some aspects of this project has already started.
		Ministry of Finance		
		Ministry of Internal Affairs		Q3 2014
The CCCs are where services like Information dissemination, acceptance of service requests and delivery of services is provided to the customers at a single point of service delivery. CCC includes self-service kiosks, utility bill payment centers, ICT community centers etc	Ministry of Post & Telecommunications / LTA	and		
	LIBTELCO			
	MoPT, Ministry of Finance and LIBTELCO		Q3 2015	Q1 2016
	Ministry of Post & Telecommunications		Q1 2015	
			Ongoing	

IFMIS Ministry of Finance

e-Government Stakeholders

e-Government users, Government entities, the e-Government Program, the to-be-established National e-Government Steering Committee, Private sector and non-governmental partners, Political leaders, are all stakeholders of e-Government. In a customer-centric world, e-Government starts with customers (citizens, businesses, government entities and government employees), who are the primary stakeholders of e-Government. As the providers and users of

e-Government services, Government entities and the e-Government Program are also major stakeholders. Increasingly, private sector partners are becoming more involved in services delivery to and in providing operational control and infrastructure maintenance services.

As representatives of citizens, Liberia's political leaders are in many ways the ultimate owners of e-Government. Commitment, engagement and active ownership at the highest political levels are vital drivers for accountability of government entities for e-Government progress;

public investment in core e-government efforts; policy making needed for e-Government; and public sector reform that is essential for service delivery. Political determination and steady financial commitment should not be underestimated; e-Government, as in every country, requires initial investment that pays-off in the long term.

Conclusions

All the above strategies revolve around the role of the private sector, be it business, academic or civil society, as partners with government in developing the country in all the elements of ICT. Consistent with this, Public-Private Partnerships (PPPs) are an essential ingredient at government's disposal to implement programs in e-Governance, broadband deployment, and ICT training.

It is important for both government officials and the public to recognize that this is a national strategy which impacts the overall development of the country and as such will be adopted as part of this administration's agenda. This involves the personal leadership of the President to ensure that all departments of government play their role in implementing programs affecting their respective

constituents which will support the strategies identified by the e-Government Strategy. Only then can we ensure that we keep up with the pace which many other countries around us have set in their national development.