

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded by U.S. Agency for International Development**

**Team Building for e-Government:  
Building the Internal Change Team**

Final Report

**Deliverable for ICTI Component, Task No. 406.1  
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*This report was prepared by Cathryn Goddard, on behalf of Coverdale Organization, Inc., editing the brainstorming of participants (cited individually in the text), in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## **Executive Summary**

The AMIR program uses international best practices in team building developed by the Coverdale Organization to improve the effectiveness of people working in teams. Development of e-Government in Jordan calls for teamwork across teams, a human network as important as the hardware involved. An information and communication technology internal change team (ICTICT), consisting of AMIR staff working within the field office and within the Ministry of Information and Communications Technology, held a team building workshop to:

- Develop a shared vision of how to establish a human network for e-government implementation
- Produce a broad action plan for the next six months, with roles and responsibilities, as well as identifying what has to be done for some immediate deliverables
- Strengthen team spirit, practice common methods and common language.

After examining the characteristics of an effective team, participants examined two critical questions together:

- Why use teamwork to implement e-government? (in General Session)
- How can we use teamwork to implement e-government? (in teams)

They subsequently looked at the human resource that they constitute, identifying their skills, interests, and dos and don'ts on how to get better results from them. They performed a task designed to help them understand better how they work together, and drew lessons from that experience to apply back at work.

Following development of a vision of how to implement e-government, they conducted a thoughtful communication review, where the various parties involved began to see things from a different perspective, enriching their understanding of the situation and of each other. Against this backdrop, they identified individual roles, responsibilities and reporting relationships.

In conclusion they produced a joint calendar, where each team member grasped better the magnitude and complexity of the interlocked tasks in which they are involved.

May the strength of their teamwork demonstrated during the workshop spread throughout the expanded network of e-Government.

## **Acknowledgements**

The Coverdale Organization has had the pleasure of facilitating the ICTICT Team Building Workshop. We would like to thank each member of the team for their efforts in generating ideas, enthusiasm, creative approaches, and, most important, commitment. Your diverse knowledge, skills, discipline, experiences, and personal interests represent vital resources to this team.

This is your report and we are proud to have facilitated your efforts. Your rich combination of perspectives and skills allowed the team to begin to develop a shared vision, and more important, to start identifying steps to make it a reality. Thanks to each of you for your input, and for choosing to cooperate to produce the contents of this document.

Abdelmajeed Shamlawi
Deema Anani
Elizabeth Rohde
Emile Cubeisy
Mahmoud Khasawneh
Oraib Toukan
Rula Barghouty
Salwa Alloush
Sherry Youssef

Many people backstage worked to make these events a success. Their diligence and indeed devotion to tasks may go unnoticed or be taken for granted. By acknowledging them, we motivate the entire team to strive for even higher standards of excellence.

This report is the product of your transcriptions, Rawan Tell's gathering them together, and Amal Saleh, who finalized the document. George Abedrabbo inserted the pictures of Hassan Ayyoub.

Dozens of half sheets of paper thus led to a vision, emerging from the ideas of participants with the help of facilitators, time keepers, reporters, chart managers, transcribers, each playing their own role. Those colourful bits of paper, when put together attractively, create an enduring memory to motivate each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance in the component and strengthening of the Jordanian economy. Like the photographs, however, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.

May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

Cathryn Goddard  
Facilitator and Report Editor

## **Workshop Overview**

### **Purposes**

- Develop a shared vision of how to establish a human network for e-government implementation
- Produce a broad action plan for the next six months, with roles and responsibilities, as well as identifying what has to be done for some immediate deliverables
- Strengthen team spirit, practice common methods and common language

### **Personal Aims**

- Introduce smoothly a new culture that works within the existing culture
- Understand what we mean by team building
- Develop e-government team building plan
- Start collegial teambuilding process
- Build consensus on importance of team building
  
- Understand how we are going to team-build
- Anticipate team building obstacles and opportunities
- Learn approach(es) for team building (when, how, who)
- Define team building tools, methods and approaches
- Strengthen our team so we can strengthen the larger team
  
- Strengthen communications
- Clarify my own role
- Identify roles and responsibilities
- Understand when we use/support each other and for what purposes
- Get to know each other better, our skills and interests
  
- Learn ways to divide up the work more effectively
- Clarify when we work together and when it is more efficient to subdivide and work separately
- Find ways to make meetings more productive and easier to grasp
- Identify themes around which team building can occur and advance e-government
- Find themes that can help to sell e-government
  
- Get on the same page regarding team expectations/goals
- Make sure everyone is on the same page, one team
- Create a sense of one team, without we-they divisions
- Prepare for the changes coming
- Ensure all relevant parties are moving in the same direction, all for one goal
  
- Create a clear idea about the direction of change among many players

- Establish a baseline for creating our e-government change approach
- Practice what we ask others to do
- Develop common understanding, in a collegial environment, of e-government tasks
- Clarify e-government team objectives
  
- Develop a common definition of what is e-government
- Achieve common understanding
- Agree on what needs to be done with all organizations to achieve our aims
- Ensure delivery with workable solutions
- Develop plan for unifying vision and managing expectations for e-government
  
- Ensure shared commitment by partners (government and private sector)
- Understand our clients better
- Identify ways to motivate civil servants within their system
  - Examine non financial incentives
  - Deal with salary disparity
  - Learn how to stretch the system for good purposes
  
- Develop commitment to quality and excellence
- Create the habit of clarifying standards up front
- Practice methodical review to improve
- Ensure ownership of e-government projects by various ministries (not AMIR)
- Get all stakeholders involved
  
- Learn techniques for joining an existing team and for helping newcomers join an existing team
- Build enthusiasm and reduce skepticism and resistance
- Shift emphasis from negative to positive
- Develop a more concrete vision of our own common workplan
- Develop approach that leads to buy-in by all participants
  
- Find ways to reduce resistance
- Make the process of change more welcoming, encouraging
  - Involve General Secretaries, decision influencers in the process
  - Use Arabic language
  - Alter image that e-government is alien or imposed from outside
  - Allay fears of technology
  - Relate e-government to something people already know about human networks
  
- Make the most of our resources
  - Human
  - Material
  - Financial
- Ensure what we are developing gets used
- Begin a process we all recall positively

- Identify next steps, phases
- Learn to identify success and repeat it
- Learn to find solutions to difficulties
- Become a human network
- Become the leading edge for e-government

**Task 1            Characteristics of an effective team**

- Cooperation
- Spirit of cooperation
- Co-operative
- Ability to laugh
- Sense of humor
  
- Positive chemistry
- Complementary strengths
- Build on each others' strengths
- Support of each others' weaknesses
- Always willing to help each other out when need be
  
- Strong communications (2)
- Talk and listen
- Open communication and sharing
- A team that communicates
- Good communication channels or flow of information
  
- Carries load together
- Respect
- To have a team
- Method
- Clear plan
  
- Fun
- Enthusiasm
- Honesty
- Professionalism
- Common interests
  
- Strong knowledge sharing
- Identified roles for each team member
- Clear roles and responsibilities
- Understand each others' styles
- Productive
  
- Joy
- Connection
- Stimulating
- Enjoys long hours together

**Task 2      Why use teamwork to implement e-government?**

- Set an exchange from others
- Make the transition permanent
- Provide a support unit for ongoing change
- Make it really happen
- Reach our goals
  
- Improve performance of government
- Reach out to the people
- Maintain competitiveness in global democracy
- Prosper
- Foster economic development
  
- Make people happy
- Improve the standard of living
- Increase productivity
- It is a basic need
- Encourage stability in the region
  
- Attract investment
- Demonstrates commitment
- Ensure acceptance
- Build by in
- Prevent “serious” failure
  
- Easier to get engagement
- Raise enthusiasm to one common goal
- Increase likelihood of achieving goals
- Enhance productivity
- Achieve transparency
  
- Teamwork will help implement this huge national program
- Teamwork is effective
- Teamwork is important irrespective of e-government
- E-government is a team
- Team = Unity = Success
  
- Because e-gov needs/is/will be and grow into a team
- The government needs a team to do it
- Because e-gov is all about a team offering services to people
- Can not be implemented any other way

### **Task 3      How can we use teamwork to implement e-government?**

#### **Create a clear vision of e-government**

##### **Roles and Responsibilities**

- Delegate Responsibilities
- Identify/ Define Roles & Responsibilities
- Define Communication Channels
- Ensure all team players, understand approach, methods and channels
- Ensure Accountability
- Coordinate tasks with each other
- Create inclusive not exclusive

##### **Processes**

- Focus on Details
- Prepare for Challenges
- Identify Potential Challenges
- Incentivize team work instead of individualistic approach
- Provide a group for brainstorming
- Leverage differences in skill sets
- Enable knowledge sharing
- Ensure sustainability
- Keep high team spirit
- Always create win-win situations
- Have Fun

##### **Communication**

- Build communication plan
- Communicate key messages
- Ensure one message, approach methodology
- Identify Champions
- Highlight Success Stories
- Reinforce behavior

##### **Work Plan**

- Build an action plan (how, when, what)
- Identify dependencies & plan for coordination
- Focus on targets
- Set reasonable goals/deadlines
- Create training plan
- Create change plan
- Create/reinforce incentives as reward systems

**Resources**

- Identify needed resources
- Dedicate resources
- Get help if necessary
- Recruit
- Internal team building: Leaders / workers

**Players**

- Identify all stakeholders
- Break audience into logical groups
- Projects to begin working immediately
- Conduct “institution”-level teambuilding
- Categorize new technologies to be introduced
- Identify PMs in other ministries
- Contact other government bodies

**Information as a catalyst (help facilitate)**

- Conduct sessions to fight “fear” of technology
- Attend information tours

**Building teams**

- Conduct presentations by all stakeholders (encourage participation)
- Teambuilding skills for all along the way
- Conduct an orientation session
- Secretary Generals’ meeting: Goals, responsibilities, next steps
- Project managers’ meeting: Goals, responsibilities, next steps

**Maintenance and change of approach**

- Re-try change approach if necessary
- Be ready for change of approach if plan changes
- Get the audience feedback
- Assure accountability
- Choose the right place
- Transparency

**Plan**

- How: Process and Method
- Method: Retreats, incentives, know contacts, constant communication, interviews
- Continuity
- Create a schedule
- Define program
- Arabic action plan



#### **Task 4      Better understanding our Human Resources**

##### **Dos and Don'ts**

##### **Dos**

- Do challenge me mentally
- Do teach me
- Do ask me for anything
- Do hold me accountable to my tasks
- Do communicate with me
  
- Do act like mentors
- Do be cheerful and optimistic
- Do talk to me
- Do keep agreements and appointments or provide information
- Do rely on me for assistance and expertise
- Do appreciate and consider that everyone does not work on the same schedule

##### **Don'ts**

- Do not lie to me
- Do not judge me until you ask me
- Do not discard deadlines and appointments

- Do not embarrass me in front of others, but take me aside to discuss issues we may have
- Do not take yourself too seriously
- Do not be patronizing.

**Task 5          Teamwork Lessons Learned to Apply Back at Work**

- Each team needs a leader especially when there are time restrictions
- Understanding the challenges is important but the solution/ plan is more important
- I can organize myself but not others
- Know our results
- Have fun in the process
  
- Attention to details
- You never know from where it is going to hit you
- End vision is important
- Long and short term purpose are necessary
- Important of having a long term vision
  
- Enthusiasm/ Tension is contagious
- Ensure common goals
- Identify clear purposes
- Communicate purposes
- Identifying purposes, success criteria and results helps with planning
  
- Organizing and Planning are crucial
- Keep up the subdivision of tasks
- Delegation of tasks
- Division of tasks increases productivity
- Division of labor helps meet time and subject matter needs
  
- Breakdown: Roles, Areas, Tasks
- Proper Planning
- Have to have a plan to coordinate and finish tasks
- Time Management
- Plan time
  
- Time management is crucial to ensure to plan and implement
- Know your week points ahead of time
- Think outside the box
- Try to do it before you say I can't
- Sharing
  
- Educate others
- Care about the team

- Communicate with the outside
- Explain benefits of end results
- Commitment from the team
  
- Team work is efficient
- The team will build e-Government
- Exchange ideas with all team members
- Keep your team involved and informed
- Foresee success
  
- Success is your goal
- Listen to all team members
- Listen more
- Manage role definition better
- Role definition is important and sticking to it

### **Last Lessons Learned**

- Role and responsibility definitions are needed
- Team building is not as easy as it seems at the beginning
- Focus on commitment
- Fatigue guild a team as does energy
- Diversity channeled is an amazing example
  
- I believe! Needs more time
- Never underestimate the power of a “Team”
- Continuity is important “hope this does not end when we leave the room”
- You can get everyone’s attention “Better” in a hotel with A.C.
- There can be a successful shift in the implantation model that impacts roles, responsibilities and relationships
- Clear roles and responsibilities



## **Task 6          Developing a Vision of Implementing e-Government**

### **Purposes**

- Deliver first phase of country's commitment to e-government.
- Justify further spending on e-government
- Meet the mission and vision of each Ministry / e-government
- Initiate change process
- Start the change
  
- Have a showcase
- Show e-government can be done
- Show that it can happen
- Instill a new mindset
- Move to a citizen centric government model
  
- Change the behavior of public sector employees
- Strengthen belief in process of e-government
- Show tangible results of e-government
- Bring value
- Improve government
  
- Demonstrate benefits of e-government
- Make life easier for everybody

- Highlight benefits of e-government
- Meet the expectations
- Meet the needs of the citizens
  
- Increase investments in Jordan
- Promote Jordan internationally
- Team players want to share info
- Team members to work with each other
- Serve as a model team
  
- Work as a team
- Ensure communication helps us achieve our goals
- Give users what they need.
- Educate the public

### **Results**

- Government transparency
- Good governance
- Streamlined government processes
- Citizen involvement
- Information sharing
  
- Transparency
- Managed processes
- Clear roles / responsibilities accountability
- Team work
- Cooperation
  
- Commitment
- A new culture
- More buy-in in e-government
- Transformed interaction with citizens
- Proof of concepts of e-government
  
- Communicative / collaborative team
- Online services
- Efficiency and effectiveness of public service
- Access to “E”
- Money saved
  
- More effective government spending
- New business models in government
- Integrated ministries and process
- Increased participation of private sector in policy making
- Excellence in customer service

**Criteria**

- More investment flowing in country
- Assigning CIO's in government
- Functioning PMO by October
- Successful teambuilding across institutions
- Recruitment "success"
  
- Satisfied "HM"
- Happy "MoICT"
- Happy "AMIR"
- Efficient PMO
- Minimize time spent in Government procedures
  
- Do enough to show progress and visible results
- Make headlines
- Legislation amended
- Timely government processes
- All tasks achieved
  
- Stick to schedule
- On schedule
- Meet deadlines
- Selected people are identified and involved
- Trust between government and public
  
- Improved communications between public sector employees
- Give and get positive feedback
- Satisfied stakeholders
- Civil servants all have roles and responsibilities, based on government need and civil servant's skill set.
- More motivated civil servants
  
- Net work values within e-government team members (civil servants)
- Attractions of high caliber to work for government
- All project manager trained before project is initiated starting immediately
- Build strong team that can continue
- Recruit more PM before October
  
- Increases in funding interests
- Greater citizen awareness
- Common understanding of e-government
- Increased government accountability
- Other government bodies bought in convinced \_\_\_ e-government

- Budgets approved for next year
  - Used up e-government (MoICT) budget
  - Be able to do your taxes online
  - Be able to do your passport renewal online
  - Teams roles clearly defined and sustainable
- 
- Less time over the counter to get service
  - Effective online government services
  - Services being used
  - Full infrastructure to support e-government within a year, technology and skills
  - Successful use
- 
- 60% of government correspondence / communications electronically (3 years)
  - Generate “E-mail” traffic within government
  - Prime minister invites to cabinet meetings via e-mail
  - Measured success of fast-track initiatives (ROI) through performance metrics
  - Successful “portal” launch
- 
- Up and running portal
  - E-government technical architecture drives all technology decisions within a one year
  - Efficiently run data center (24 x 7)
  - Reduced inventory costs because of e-procurement by 2004



## **Task 7            Communications Review**

### **Successes**

- All parties communicated: all want the success of e-Gov
- Common purpose
- Have achieved some goals in the implementation of the e-go program
- Complementarily of skills sets
- All persons communication have different experiences and skills to further the conversation
  
- Managing to stay together in a team
- Ability to laugh
- Positive spirit on whole team
- Lots of team energy
- No “disruptive” member with in the team
  
- Have reflected an excellent image as a team
- Getting together
- Everyone is trying to understand
- EDS Weekly meetings minutes/ notes
- Progress
- Acknowledgement of need for team building

### **Difficulties and Plan**

- Too many “new” members: Create “orientation” process
- A large number of team members: Create “orientation” process
- Unproductive meetings: Agenda always- key participants only
- Definitions of terminology: continue to build control log of them
- Identity crisis- AMIR staff with MoICT hats!: To be defined by AMIR
  
- Belief in each other: Build confidence
- Large no. of entities with different approaches: work together to understand and agree on common approach
- Multiple vested interest: Plan for one goal
- Different agendas for different entities that might not be in synch: Clear plan with clear objectives for all teams to subscribe to.
- Multiple stakeholders: One common workplan with dates
  
- Different agenda’s: Compromise to the teams best interest
- No shared understanding for e-government and movement forward: establish purpose, results and success criteria for level setting
- Deadlines: Commitment
- Committing to deadlines: Punish those who don’t
- When comm. People hide behind roles and blame others: Open brainstorming that leads to action plan with assigned action items

- Roles not clear, responsibilities not clear: Define both explicitly in detail.
- Confuse “roles”: Define roles!
- Roles and responses not identified clearly: Clear roles and responsibilities definition for all team members with out a degree of flexibility
- Communication with the outside: Share information
- Mis-communication create negative energy: Communicate and set boundaries
- Lack of information sharing: Keep everyone posted

### **Follow-up**

- MoICT Team needs to know AMIR workplan
- Clarify the transition team (timing)
- Individual roles and responsibilities on table
- Resource availability on table
- ICT component meeting for all

## **Task 8 Roles, Responsibilities and Reporting Relationships**

### **Roles and Responsibilities of Mahmoud Khasawneh**

#### **Roles**

- Director of e-Government
- Chief Information officer
- Member of AMIR/MoICT Transition team

#### **Responsibilities**

- Overall responsibility for the delivery of e-Government for 2002 deliverables
- ICT advisor to the Minister
- Spokesman for MoICT on technology/e-Government issues
- Develop CIO role to become part of the institution

#### **Reporting Structure**

- As a CIO, Mahmoud reports directly to Minister and AMIR ICTI component leader

As Director of e-Government, Mahmoud reports directly to secretary general and AMIR ICTI component leader

### **Roles and Responsibilities of Salwa Alloush**

#### **Roles**

- Executive Assistant to the Director of e-Government
- E-Government Contact person

### **Responsibilities**

- Coordinating
- Relationship with donor agencies
- Recruitment and HR issues
- GTZ aid component
- Training
- Relationship with other ministries
- Showcasing the ministry
- Use of intranet within ministry
- Handling other administrative issues such as preparing letters, following up issues, and arranging for meetings.

### **Reporting Structure**

- Reports directly to the head of e-Government/CIO

### **Future role**

- Have an active role in the “meat” of the program.
- Need training on PM skills

### **Roles and Responsibilities of Rula Barghouti**

#### **Roles**

- e-Government advisor
- Chief Information office advisor
- MoICT advisor

#### **Responsibilities**

- Help Manage the e-Government direction, vision, deliverables and recruitment and building the program
- Help CIO in managing technology related areas
- Work with transition team on serving the ministry’s objectives covering areas like policy, recruitment, “showcasing” , etc..

#### **Reporting Structure**

- On administrative related issues, Rula reports to Sub-Component leader, Roger Guichard
- On functional issues, Rula reports to Head of e-Government /CIO Mahmoud Khasawneh

### **Roles and Responsibilities of Sherry Yousef**

- **Present Role**
  - Active component leader
  - Sub-component leader of

- e-Learning access
  - Industry
  -
- **Present Responsibility**
  - Coordinate and manage ICT component
  - Sub-component leader (access and e-learning industry)
- **Present Reporting**
  - Report to chief of party
  - Hear from/coordinate with sub-component leaders
- **Future Role**
  - Sub-Component leader
  - Deputy component leader
- **Future Responsibility**
  - Coordinate and manage e-Learning access / Industry sub-components
  - Dept. component leader
- **Future Reporting**
  - Report to component leader
  - Hear from/coordinate with sub-component leaders

### **Roles and Responsibilities of Deema Anani**

#### **Roles**

- e-Government policy and Strategy Advisor
- Policy and Strategy Advisor

#### **Responsibilities**

- Formulate e-Government strategy on non-technical issues
- Assess strategic/business implications of e-Government approach
- Manage Government relations
- Manage Government agreement with Microsoft
- Participate in awareness efforts on e-Government with stakeholders
  
- Review Sows/TOR for project implementation under e-Government
- Participate in policy formulation for telecom, IT and Post
- Create a database for up to date telecom and IT data
- Assist in preparing the strategic plan for MoICT
- Participate in policy presentations
- Advise on policy issues

### **Reporting Structure**

- On non e-government policy related issues, Deema reports to Sub-Component leader, Roger Guichard
- On e-Government issues , Deema reports to Head of e-Government /CIO Mahmoud Khasawneh

**Roles**

- ICTI Component Technical Advisor

**Responsibility**

- Coordinate with Subcontractors and counterparts in order to develop and finalize SOW
- Share information with other initiatives
- Manage Technical SOW
- Coordinate & do technical Work related to the ICTI Component
- Advise on IT Solutions & Methodologies
- Act as the point of contact for Technical info. And E-gov SOWs

**Reporting & Channels**

- Report directly to the ICTI Component Leader

**Task 9 Joint Calendar****JUNE**

- Bi-monthly meetings, PMs *RB, CG, SA (BR)*
- Issue awareness package RFP *EC*
- Focus groups on what government thinks of us *EC (BR)*
- Recruit an e-government communications officer *EC*
- BPR, CCD and related activities BPR training *BR, UT (BR)*
- E-government communication strategy *EC, BR (BR)*
- PMO operations *BR, DPA (BR)*
- Identify capability of training center *NF*
- Identify coordinators from Ministries *EC (BR)*
- Brand Portal *EC (BR)*
- Monthly meetings SG *RB, CG, SA (BR)*
- Weekly meetings extend per org ★ *CG, RB, SA (BR)*
- PMO financial plan *DA, MK*
- Initiate e-procurement project *DA*
- Project Managers mentoring *BR, DPA (BR)*
- RFP PMO refurbishment ★ *OT, SA*
- Develop outsourcing model *DA*
- EDS – PM phase I leaves *BR (BR)*
- Project Managers Training *SA, OT, ER (BR)*
- PMO e-Government communication strategy *BR (BR)*
- Recruitment meeting *SA*
- PMO / EDS Resources till end of year<sup>1</sup> *(BR)*
- PMO RFP refurbishment *SA, OT, P*
- Recruitment ★ *P (BR)*
- AMIR ICTI component meeting *SA*
- SI deliverables *ATS*
- Budget decisions *ATS*
- Implementation SOW *ATS*
- IQC RFP Award *OT, ATS*
- Finalize SI relationship with EDS *ATS*
- Commit to data center *ATS*
- SI finalization meeting *ATS*
- Develop e-government phase I architecture *ATS*
- Facultation Training *CG*

**JULY**

- Buy in from SG *DA*
- Procurement Software *ATS, OT*

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<sup>1</sup> Kendall needs to be in

- Procurement Hardware *ATS*
- Private Sector (Business community) *DA*
- Buy in from ministers *DA*
- Awareness package deliverables *EC (BR)*
- Define training requirements for government employees *NF*
- IQC *OT, ATS*
- PMO automation *OT*
- MoICT showcasing (Microsoft) *SA*
- ICDC Program awarded *NF, OT*
- Issue training RFP for e-literacy

**AUGUST**

- E-government PR campaigns *EC (BR)*
- Link them, build the network *ATS*
- Train them *RB (BR)*
- Specialized training (network, apps, e-mail)
- Complete recruitment MoICT staff for PMO
- Plan Portal launch *EC*
- Meeting project managers *DA, SA (BR)*
- Fast Track RFP / D&T *AS, OT*
- Train the trainers on awareness *EC, CG*

**SEPTEMBER**

- Deliver awareness program *EC (BR)*
- Establish Gov. Ops center *ATS*
- Network installation e-mail system *ATS*
- ICOL training and testing *NF, OT*
- Help them think of future plans within departments *RB*
- Establish e-services marketing manual *EC*

**OCTOBER**

- Communicate portal *EC (BR)*
- Complete scoping of 5 MoICT e-services
- TRC launch *DA, OT*
- CCD launch *OT*
- Fast tracks up *OT, AS*
- Fast tracks
- Portal launch *OT, AS*
- Deliver basic training (ICDL) *DA*
- Implement 1<sup>st</sup> phase n/w *ATS*
- Transition to local IT team *ATS*

- Implement 1<sup>st</sup> phase e-mail *ATS*
- Implement phase 2 start *ATS*

**ONGOING PROCESSES**

- Business process re-engineering *(BR)*
- Scoping of new e-initiatives
- Hiring / recruitment
- Network
- E-mail
- Up and running portal

