



TEMPLATE FOR ACTION REFLECTION NOTE (ARN)

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Title of Project:	Local government modernization Program in Egypt
Total budget for project::	1.2 M\$
UNDP contribution:	\$90K
Timeframe of initiative	30 Months Start date: Jan,2003 End date: July,2005
Introduction (One paragraph)	The project has aimed to set the standards for upgrading selected local municipalities in Alexandria & Safaga (Egypt), providing better serve the public in municipalities through management enhancement using ICT, which will provide a smooth transition of the government operations to accommodate changes in the information era (Transparency, Accountability and Decentralization).
Objectives (One paragraph)	Deploy a new philosophy and work methodology in municipalities in a mode that helps to minimize the governmental expenditure through developing standards and guidelines for new (re-engineered) work processes and recommendations for regulatory changes.
Analysis (One paragraph)	Municipalities have been assisted to review, document, and re-engineer their processes for municipal level services and develop appropriate automated back-office systems to support the delivery of governorates services. The proposed implementation strategy was based upon the complete separation between the service provider and the citizen, and enhancing the ICT Infrastructure and civil works (Site Renovation).
Lessons Learned (One paragraph)	<ul style="list-style-type: none"> § Change management through gradual implementation of processes modification § Proper selection and motivation of implementation team particularly the project champion § It is about proper re-engineering of processes rather than using sophisticated to automate existing processes

The objectives of modernization of selected local municipalities using IT were met as the service processes become faster, more accurate and better controlled. Examples of some internal services: Building permits, commercial/industrial license, low cost housing, real estate Taxation, street advertisement permits, street works permits...

The challenges and obstacles that have been encountered during the implementation of the project can be summarized as follows: weak control on the processes i.e. lack of standards and specifications for the process of government automation, leading to difficulties in communication and integration between different government bodies, messy environment and lack of indicators i.e. no clear specifications regarding quality of service, no clear criteria for monitoring of the performance of staff;... all these factors are a good environment for prevailing corruption.

The production of 'plug & play' automated versions of all 70 services available through municipalities are ready for deployment. Document transition guidelines: How to make the transition from the existing system to new, automated provision of municipal services - Technical transition - Managerial transition.

Document operational guidelines for new system to operate on a day to day basis (with sections appropriate to each functional group of people dealing with it e.g. counter staff, technical support staff, supervisors, consultants).