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OPENING REMARKS





H.E. Mrs. Najla Riachi
Minister of State for Administrative Reform



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WORKSHOP SERIES AND RECAP OF PREVIOUS WORKSHOPS



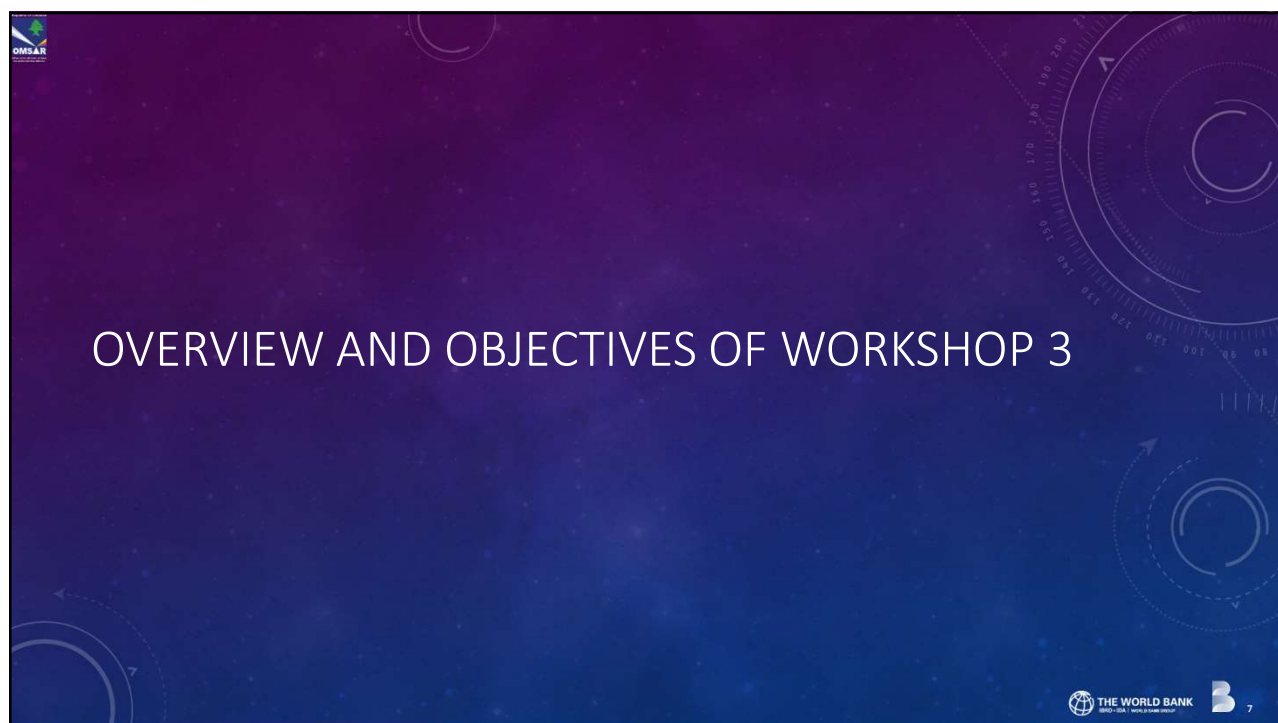
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WHAT TO EXPECT TODAY

A. Introduction	
• Overview of service digitalization	9:20 – 9:50
• Importance of user-centered design and business process reengineering	9:50 – 10:30
Coffee break	10:30 – 10:45
B. User centricity	
10:45 – 11:30	
C. The software development cycle	
11:30 – 11:45	
D. Panel: sectoral service digitalization in Lebanon	
11:45 – 12:30	
E. Digital identification as an enabler of service digitalization	
12:30 – 12:45	
Lunch break	12:45 – 14:00
F. Global service digitalization success stories	
14:00 – 14:30	
G. Lebanon's service digitalization wishlist	
14:30 – 15:00	
H. Chat with senior expert on service digitalization	
15:00 – 15:15	
Coffee break	15:15 – 15:30
I. The way forward	
15:30 – 16:15	
Wrap-Up and Closing Remarks	16:15 – 16:30

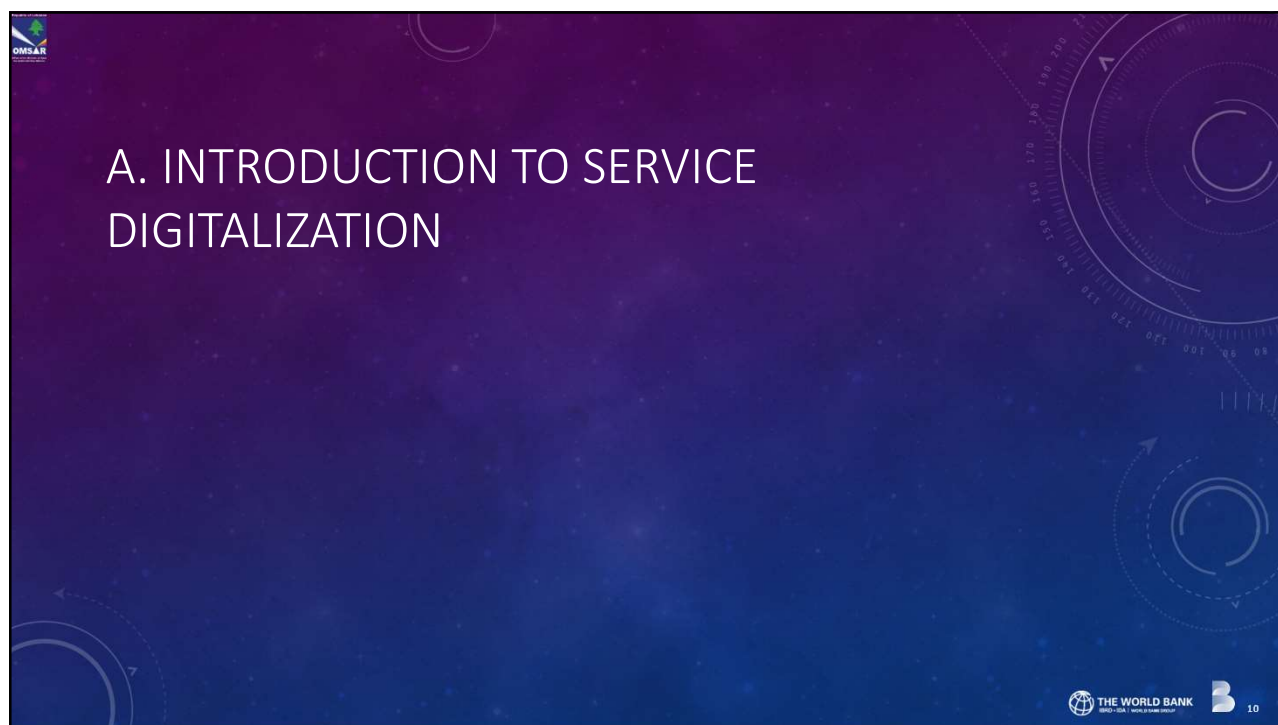


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OMDAR

FIX TRANSACTIONS, NOT WEBSITES

The challenge is service transformation, not website redesign

“Digital services so good that people prefer to use them.”

- **Be consistent:** maintain a clear, easy-to-navigate and welcoming gateway to government
- **Challenge existing processes:** simplify, look for efficiencies, and listen to users
- **Think whole of government:** build common platforms to help ministries make better digital services



Source: Roland Berger

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13


OMDAR

BUSINESS PROCESS RE-ENGINEERING - CHALLENGING EXISTING PRACTICES

Digitalizing bad processes just makes things worse

“To achieve digital transformation, not only do you need to transform services, but also how they are delivered.”

- **Focus on the real customers of services** and their specific needs
- **Fix existing processes or replace them** if they do not deliver on user needs
- **Services are not just the interface with the public:** consider fulfilment, backend processing, integration with other agencies, etc.




Source: Roland Berger

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14

UK NATIONAL HEALTH SERVICE – REDUCING THE STRAIN ON HEALTHCARE FACILITIES AND EMPOWERING PATIENTS TO TAKE BETTER CONTROL OF THEIR HEALTH AND WELLBEING



Convenience & Trust

- Online tool for people to access their health information (the NHS App)
- Access to multiple healthcare services

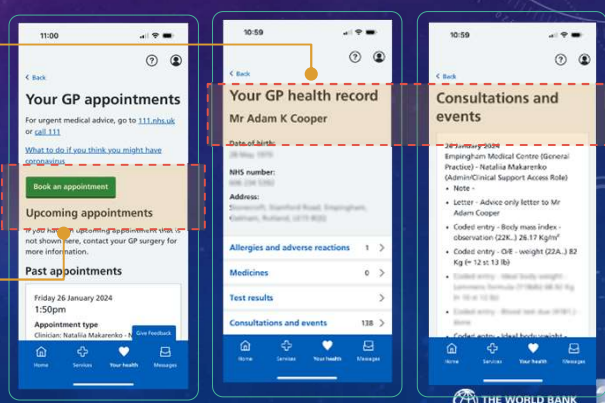
- Critical tool during COVID
- Available to any registered patient over the age of 13
- Biometric ID verification

In 2022,

- 1.8 million repeat prescriptions
- 130,000 GP appointments booked
- 4.8 million GP records viewed

Enabling safe access to sensitive data

Managing access to services



Source: ACCESS NL, Roland Berger

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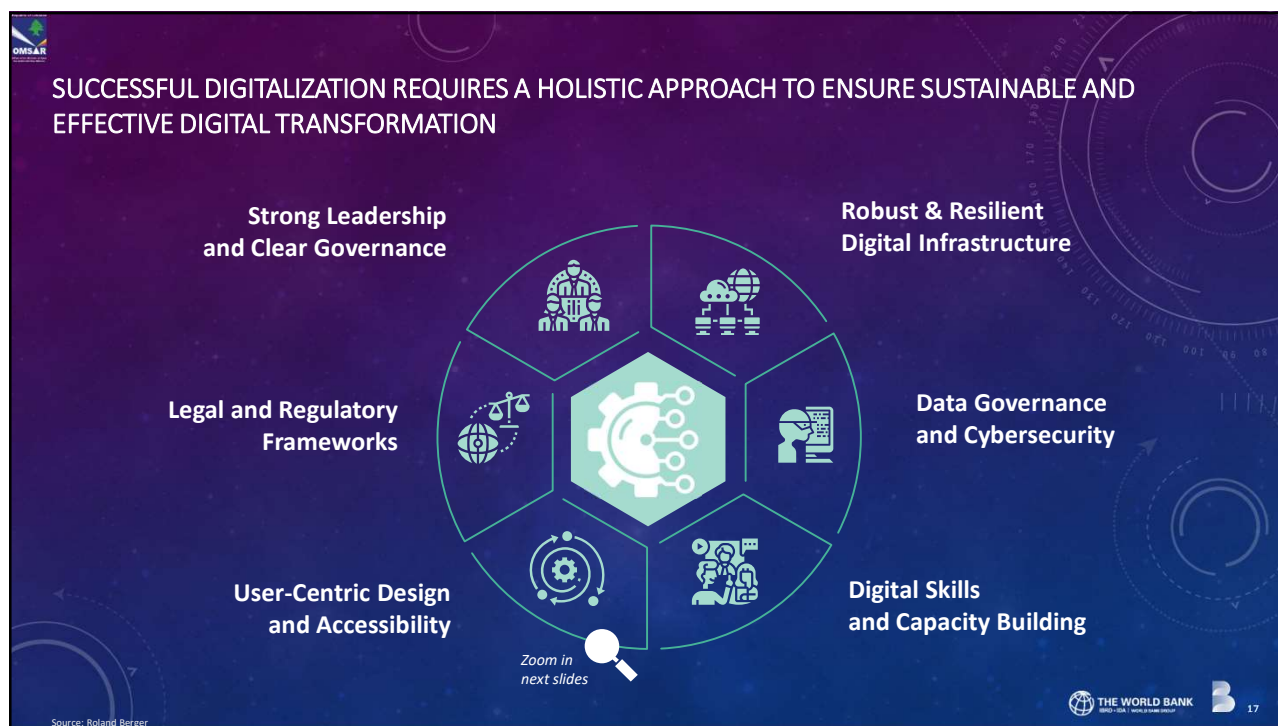
DIGITALIZATION TRANSFORMS PUBLIC SERVICES INTO EFFICIENT, TRANSPARENT, AND RESPONSIVE SYSTEMS THAT MEET USER DEMANDS

- User-Centered Services** → Focus on user experience and needs
- Increased efficiency & improved access** → Streamline workflows
- Whole-of-government approach** → Enable seamless collaboration
- Data-driven decision making** → Leverage real-time insights
- Increased transparency and anti-corruption** → Build trust through transparency

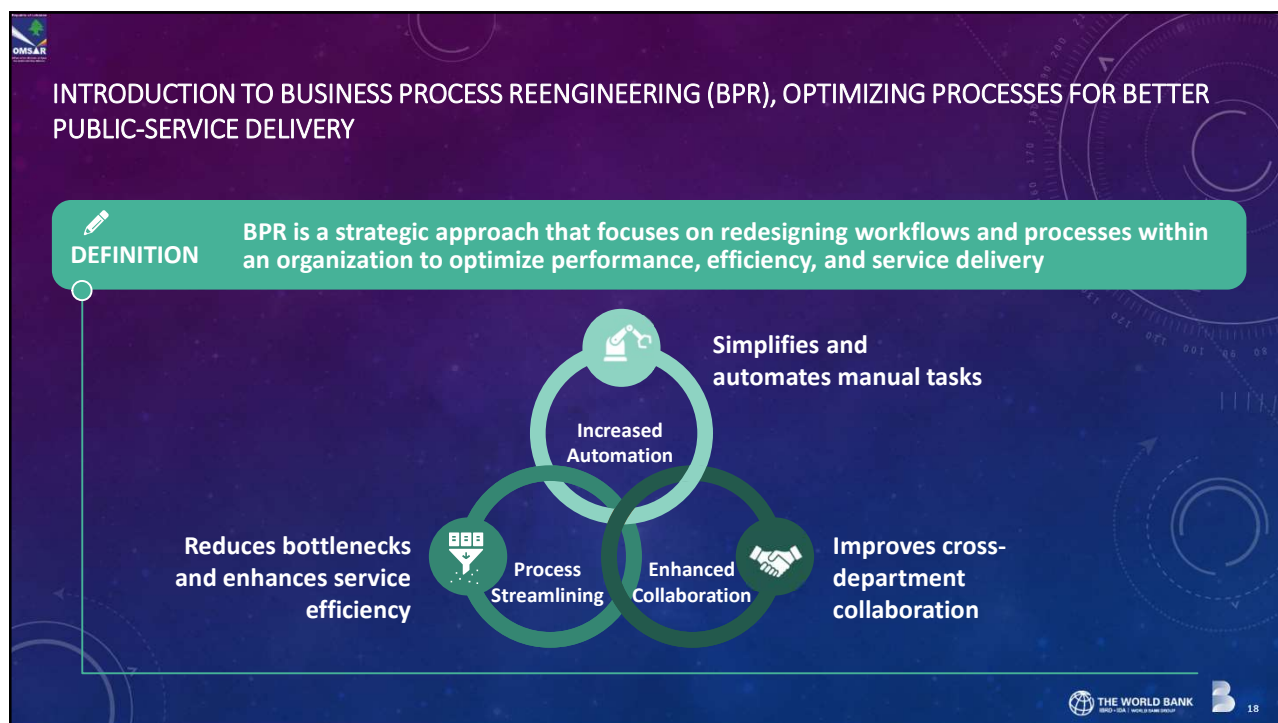
Source: Roland Berger



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20

WHAT IS USER-CENTERED DESIGN?

DEFINITION An approach that places users' needs, behaviors, and goals at the center of the design process, ensuring services are tailored to their experiences

Focus on Users

Iterative Design

Empathy

Accessibility

User-Centered Design

Source: Roland Berger

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21

21

KEY UI/UX PRINCIPLES FOR DIGITAL PUBLIC SERVICES: DIGID, GATEWAY TO ESSENTIAL SERVICES

Simplicity & Clarity

- Easy to navigate
- Avoids information overload

- Minimalist design
- Guided navigation
- User-friendly language

Simple Call-to-Action

In 2022,
16.5 million authenticated their identities
557 million authentications

Clear action buttons

Multiple login methods


Source: ACCESS NL, Roland Berger


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KEY UI/UX PRINCIPLES FOR DIGITAL PUBLIC SERVICES: E-CITIZEN AS A ONE-STOP DIGITAL PLATFORM



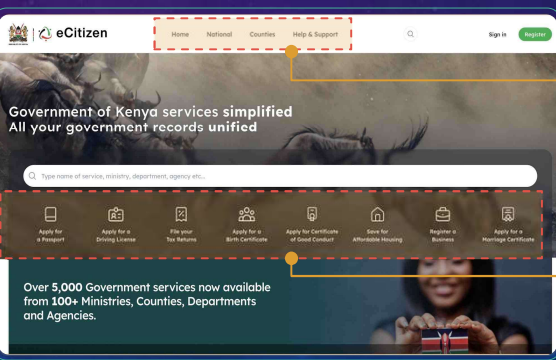


Consistency

- Ensure uniformity across platforms
- Standardize interactions

- Unified design
- Single account management
- Cross-service functionality

13 million users
30 million by end-2024



Government of Kenya services simplified
All your government records unified

Navigation bar standardized across all pages

Uniform design of service icons and consistent visual style across services

Over 5,000 Government services now available from 100+ Ministries, Counties, Departments and Agencies.


Source: Nairobi Business Monthly, Roland Berger


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23

KEY UI/UX PRINCIPLES FOR DIGITAL PUBLIC SERVICES: GHANA.GOV



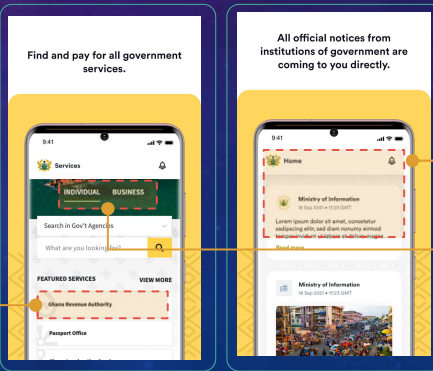


Mobile-first design

- Prioritize mobile access

- Mobile simplicity
- Responsive design
- Optimized for low-bandwidth connections

2 million transactions
60% on mobile phones



Find and pay for all government services.

All official notices from institutions of government are coming to you directly.

Simple, drop-down navigation

Intuitive design and reduced information overload


Source: World Bank, Roland Berger


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KEY UI/UX PRINCIPLES FOR DIGITAL PUBLIC SERVICES: ESTONIAN E-RESIDENCY APPLICATION





Feedback & Responsive-ness

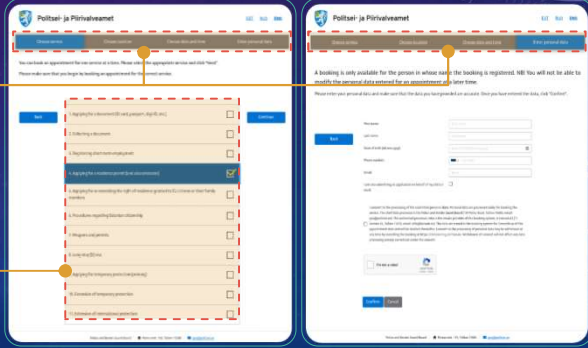
- Provides real-time feedback
- Error recovery

- Real-time feedback and notifications
- Progress indicators

80,000 e-residents from 170 countries have signed up for Estonian e-Residency

Real-time progress and status indicators

Accessible & responsive design




Source: Eklapp, Global Estonian, Roland Berger

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25

KEY BUSINESS PROCESS PRINCIPLES FOR DIGITAL PUBLIC SERVICES: FRANCE CONNECT ENABLES USERS TO ACCESS MULTIPLE SERVICES WITH A SINGLE, SECURE LOGIN





Security and Trust

- Design with security in mind
- Transparency

- Multi-step registration with one-time password (OTP) verification
- Secure username and password
- Simple user experience

30 million users

Multiple trusted access points with multi-factor authentication



Source: Numerique.gouv.fr, Roland Berger

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26

KEY BUSINESS PROCESS PRINCIPLES FOR DIGITAL PUBLIC SERVICES: BORGER.DK AND CONTINUOUS IMPROVEMENT THROUGH FEEDBACK, TESTING, AND ITERATION

User Testing & Iteration

- Test with real users
- Iterate based on feedback

- Mechanisms for gathering user feedback
- Iterative design sprints
- Evidence-based iteration

4 million active users
85% satisfaction

After testing, design team changed colors and increased button size

1 Login & Authentication
Confusing error messages → Clear messages with guidance

2 Service Selection
Complex dropdown menus → filter options

3 Payment Flow
Payment confirmation steps unclear → fewer steps and more instructions

4 Customer Support
Hard-to-find support; slow assistance → live chat support

Source: Denmark Agency for Digital Government, Roland Berger

27

WHAT IS USER RESEARCH?

DEFINITION

Study of users and their behaviors, needs, and experiences interacting with digital services

Methods

- Surveys
- One-on-one interviews
- Focus groups
- Usability testing & field studies
- A/B testing

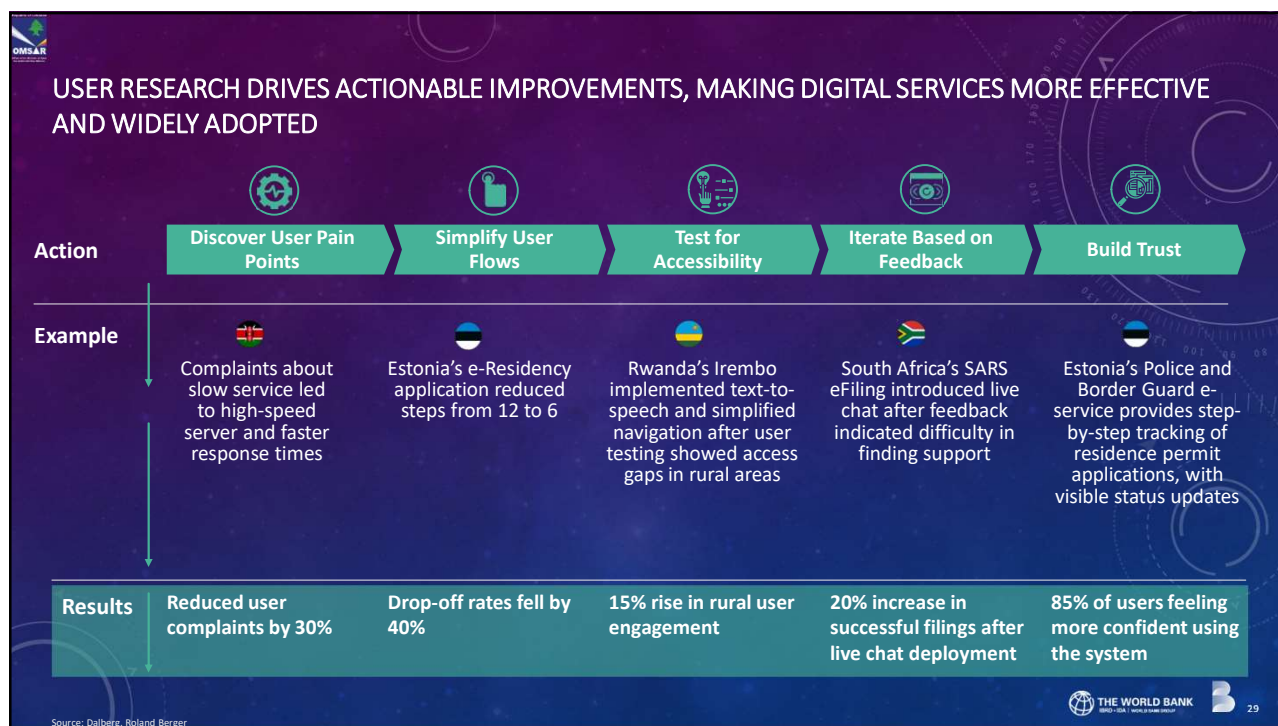
Tools

- Prototypes
- Live design sessions
- Analytics tools
- Journey mapping

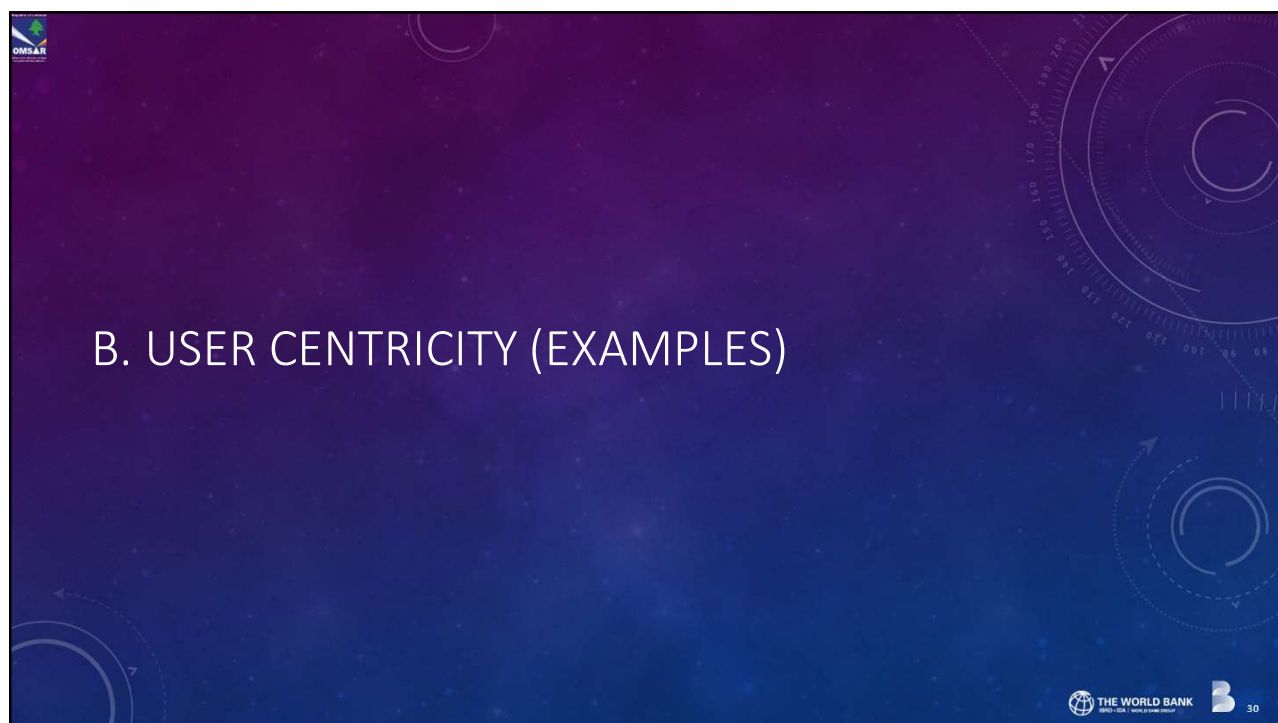
WIREFRAME **MOCKUP** **PROTOTYPE**

Source: Roland Berger

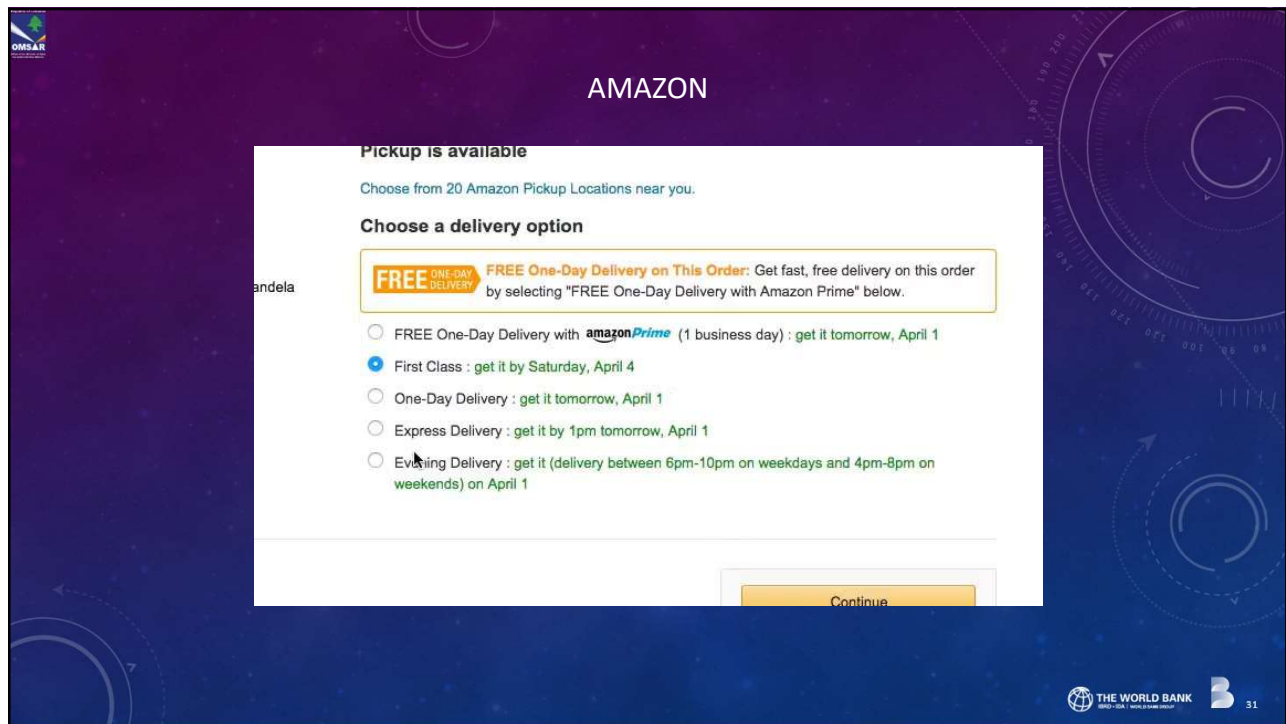
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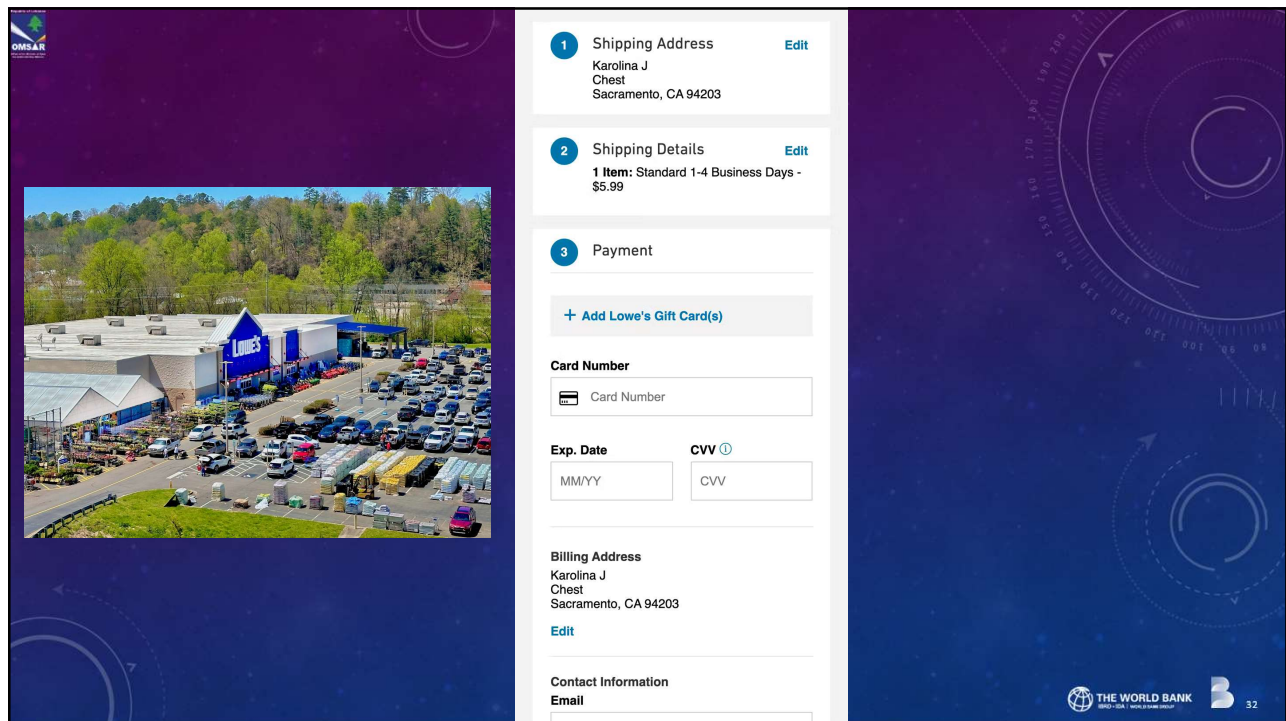
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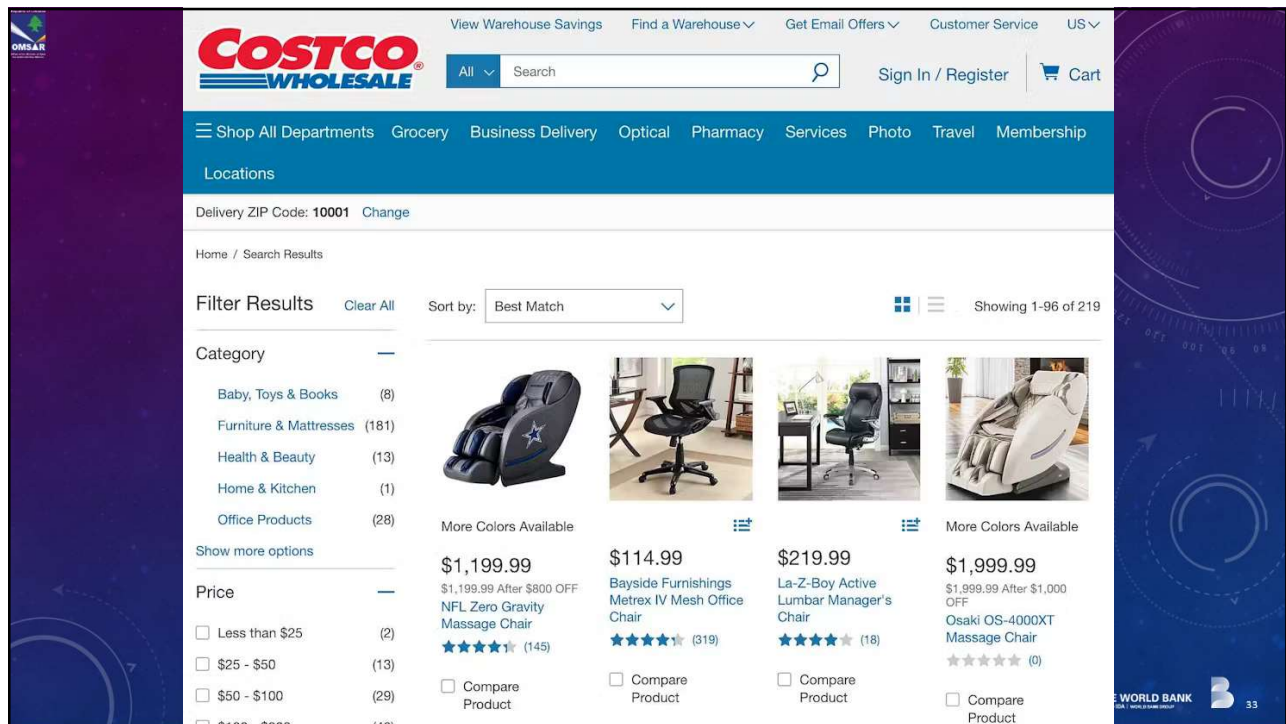
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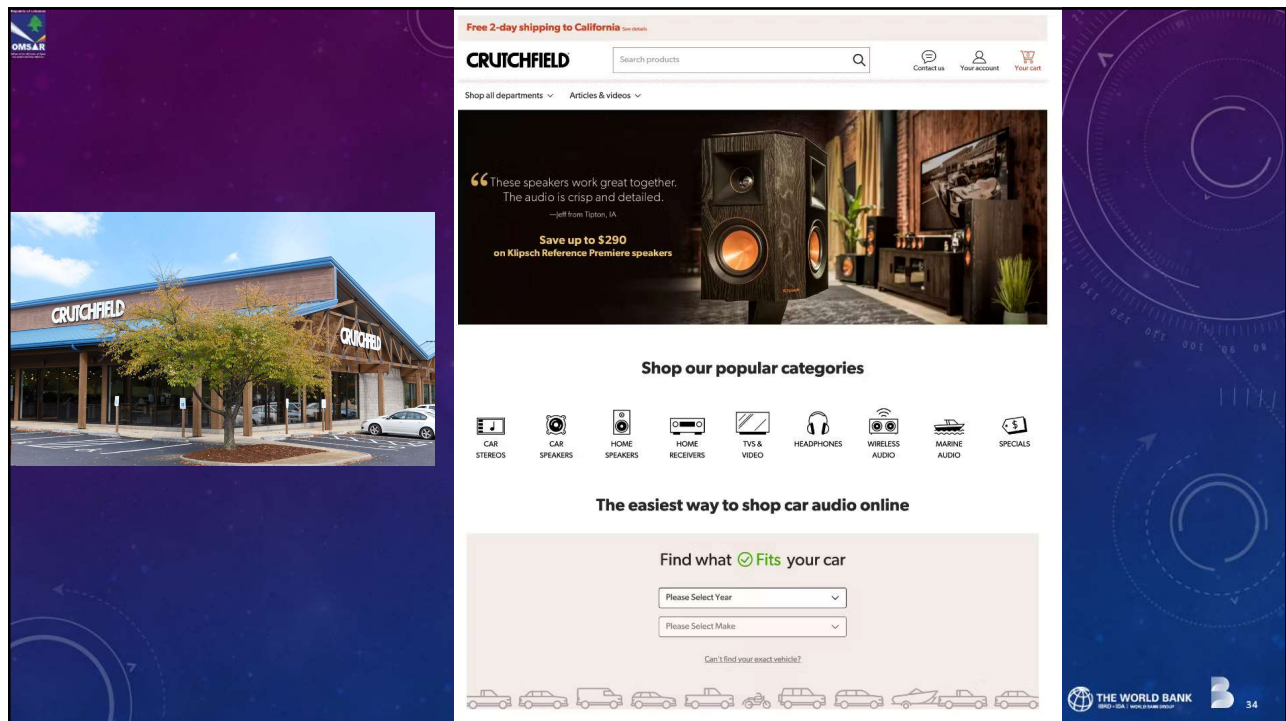
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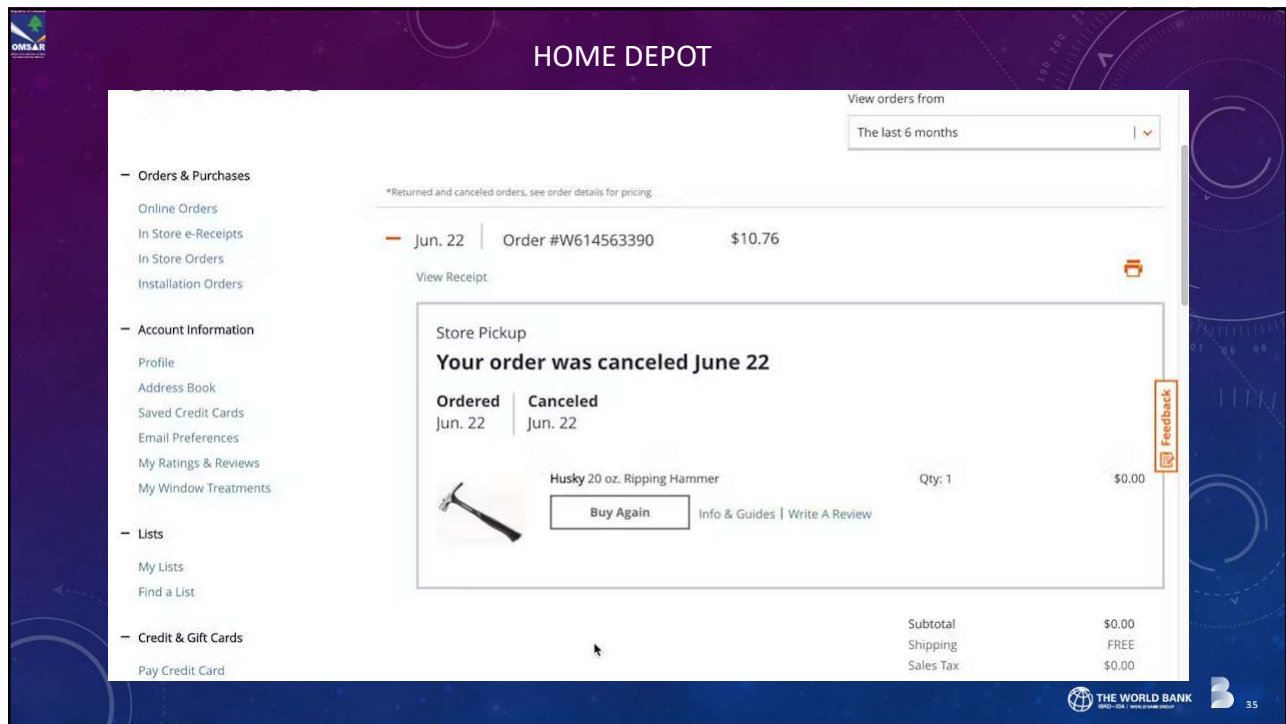
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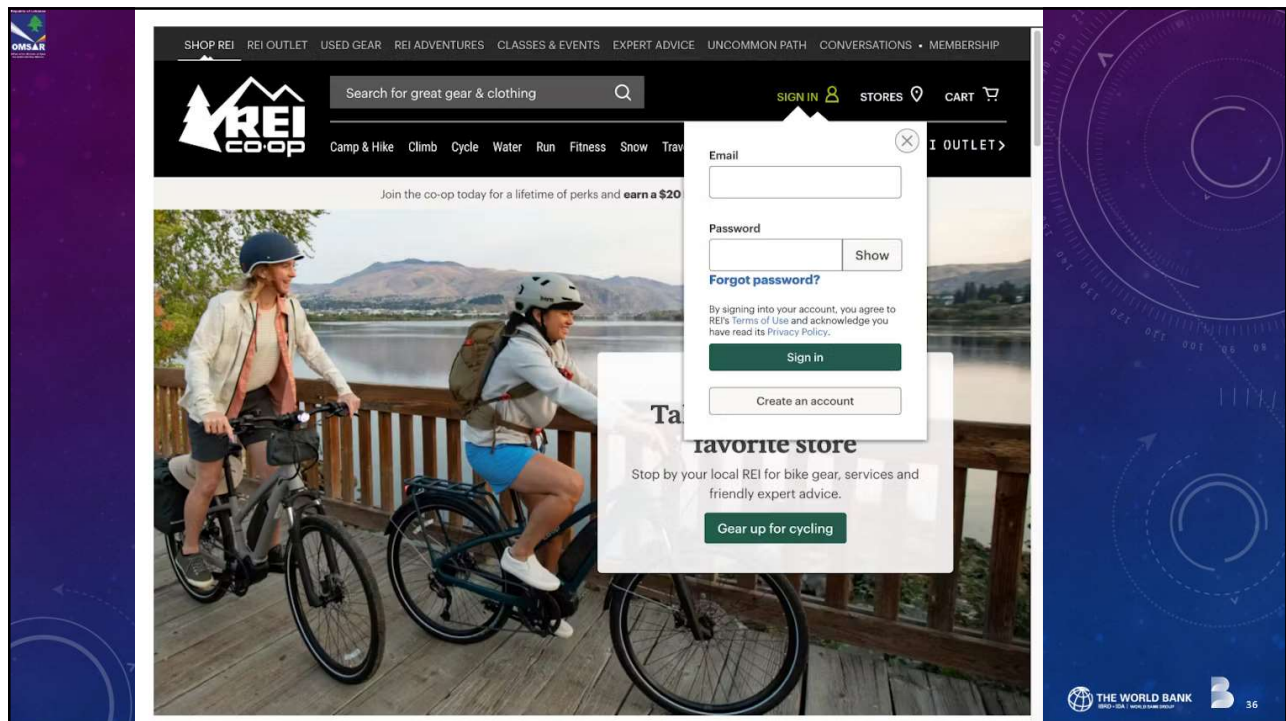
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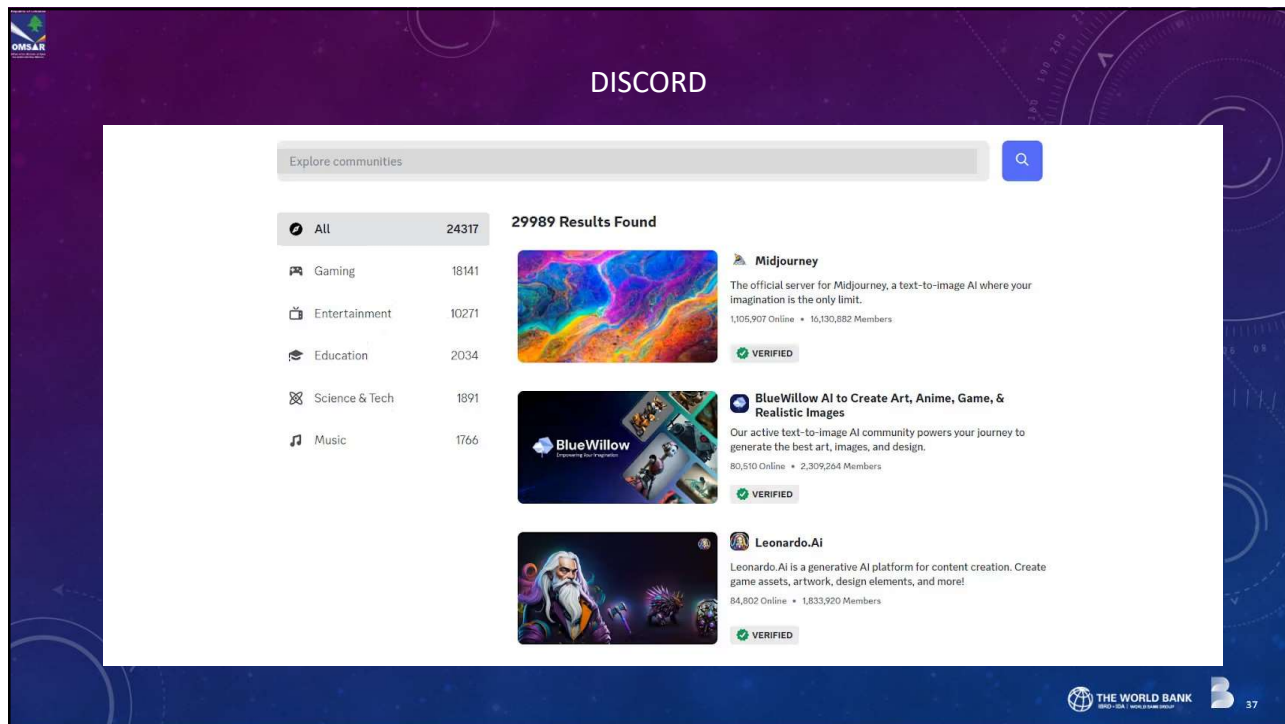
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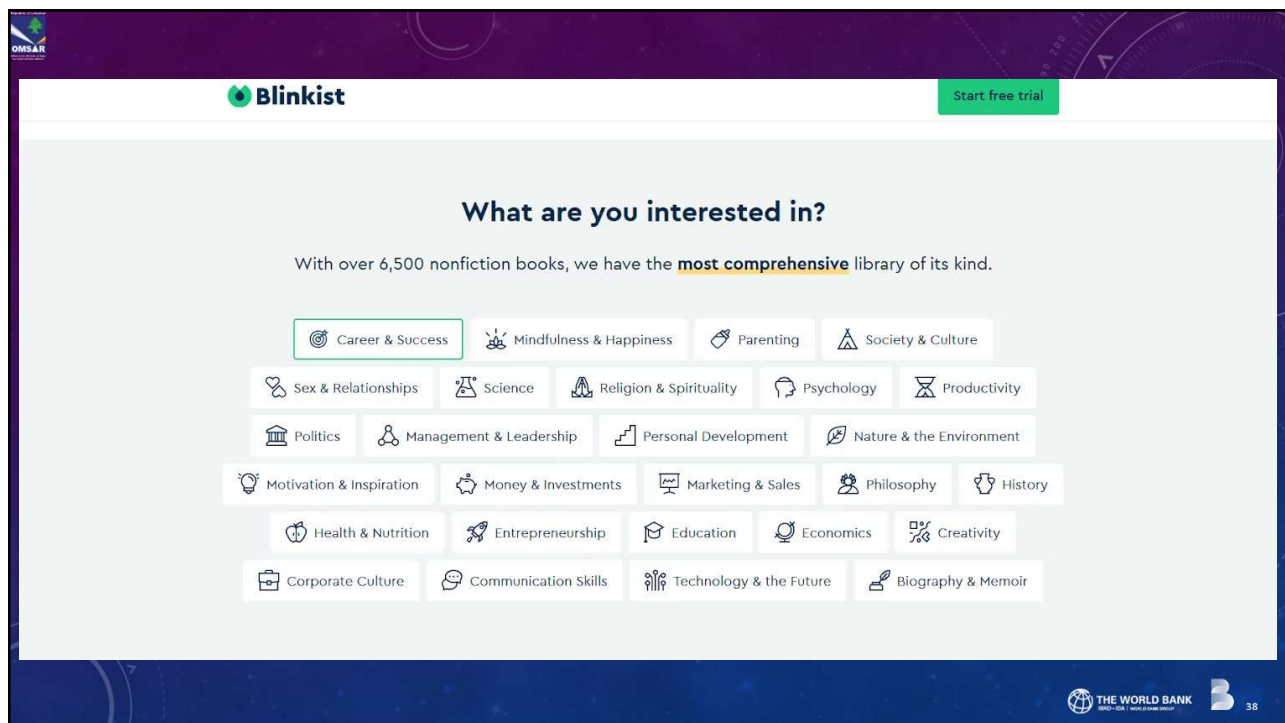
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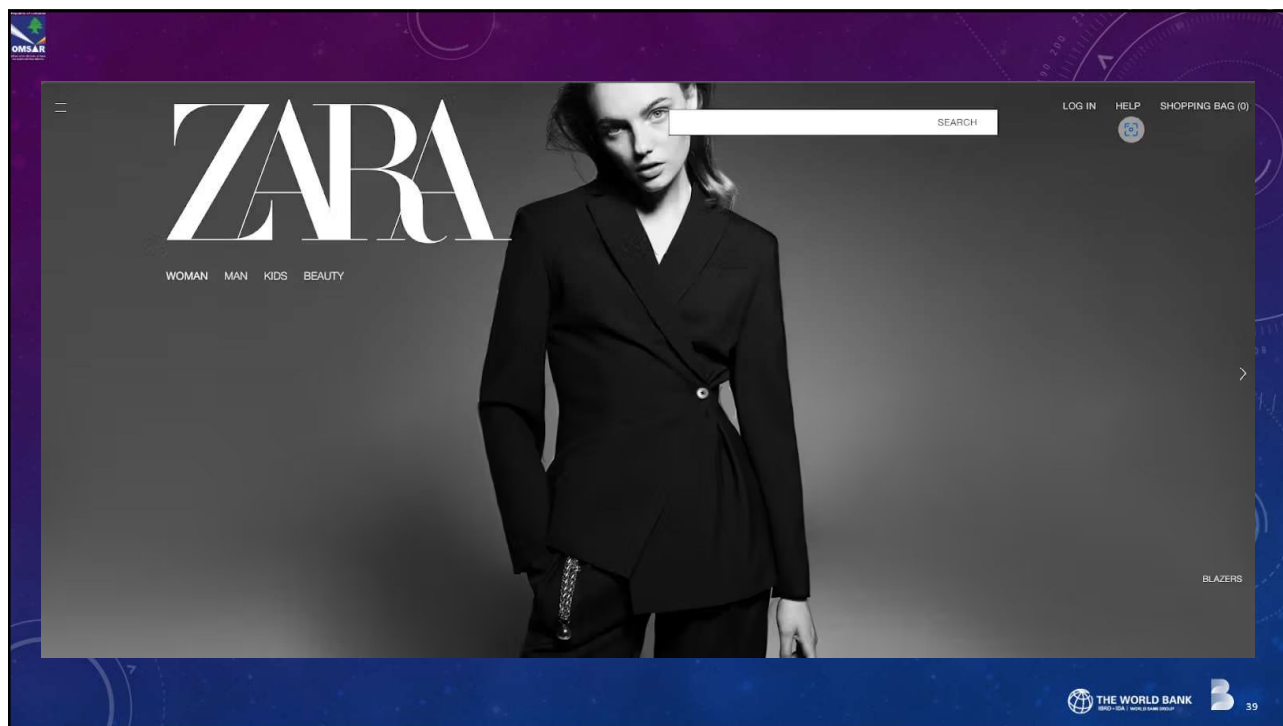
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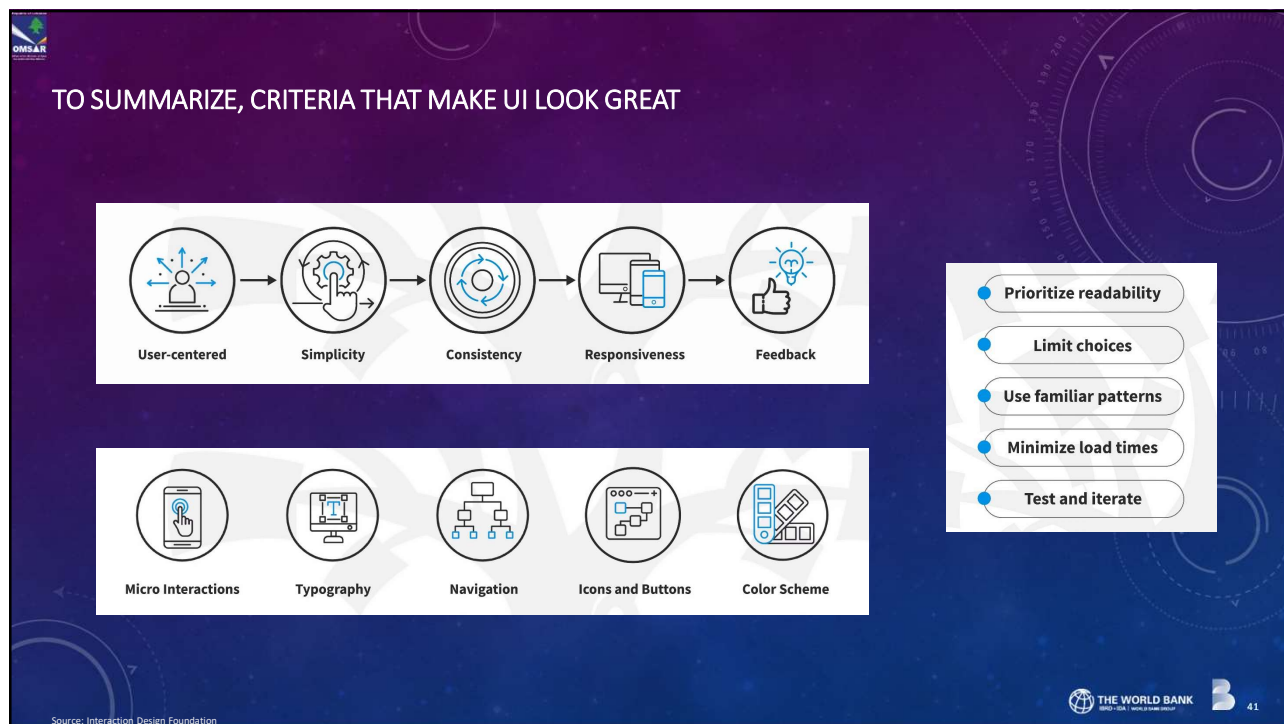
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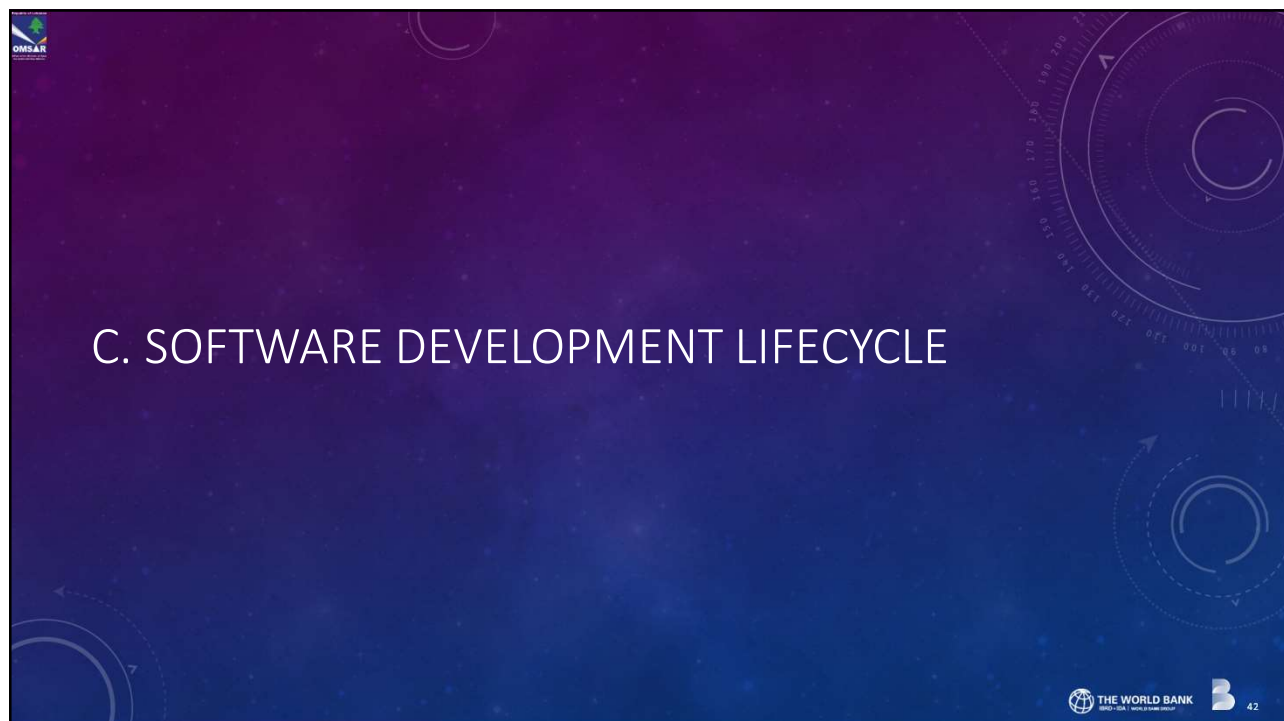
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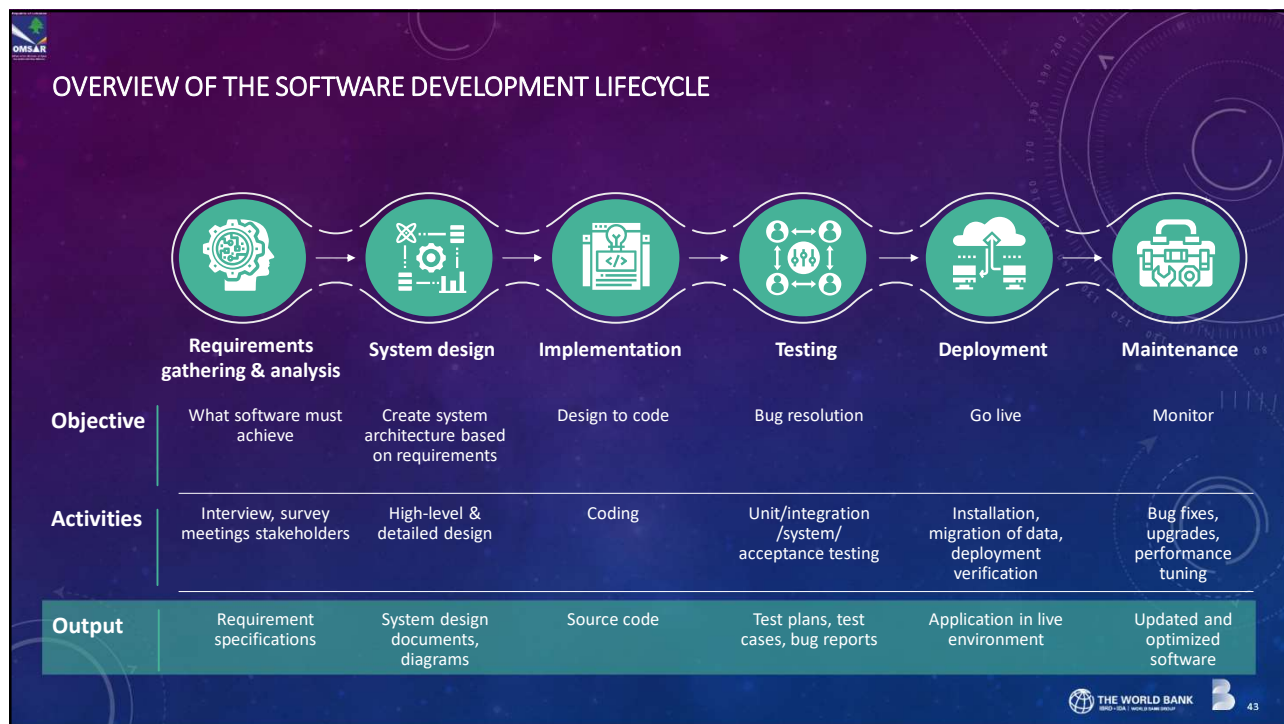
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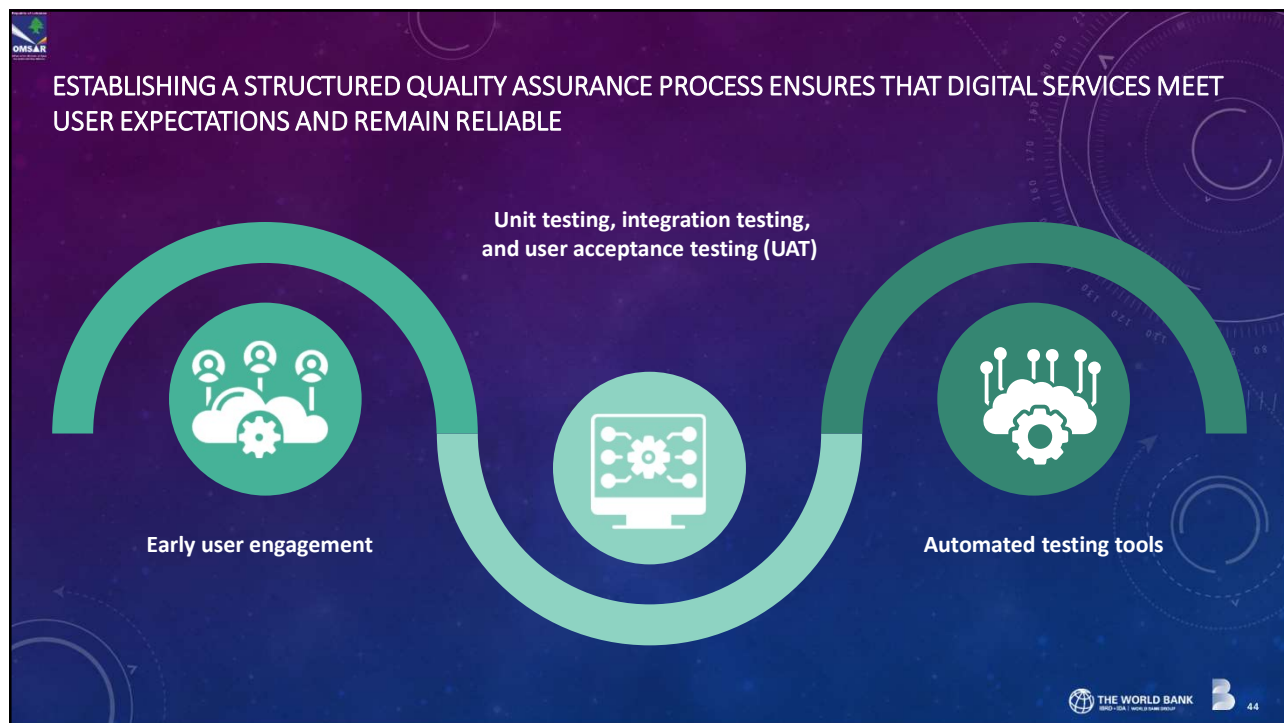
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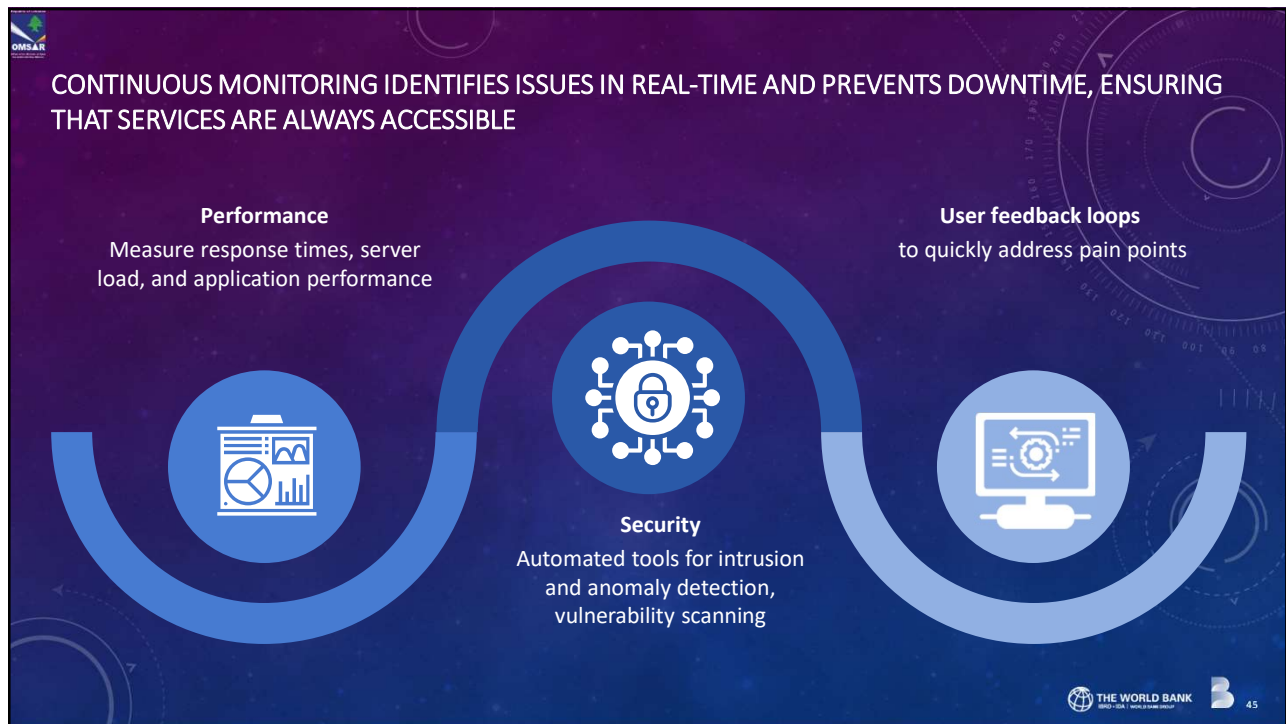
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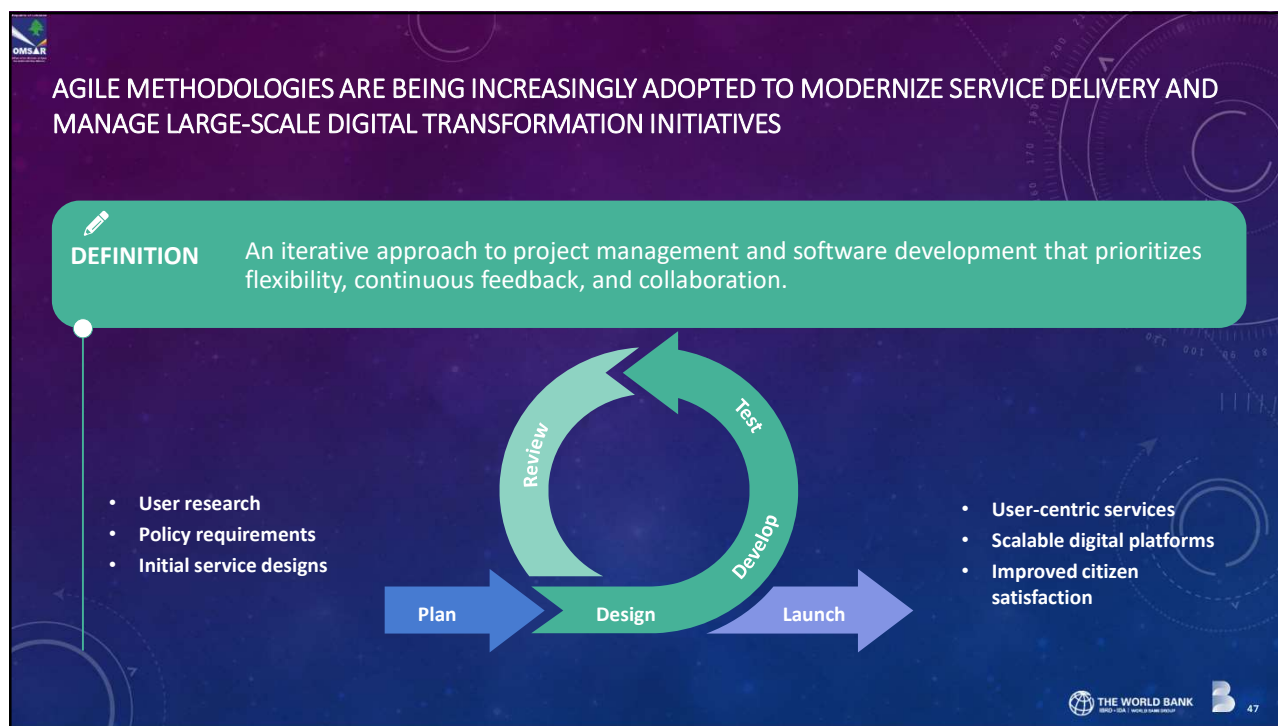
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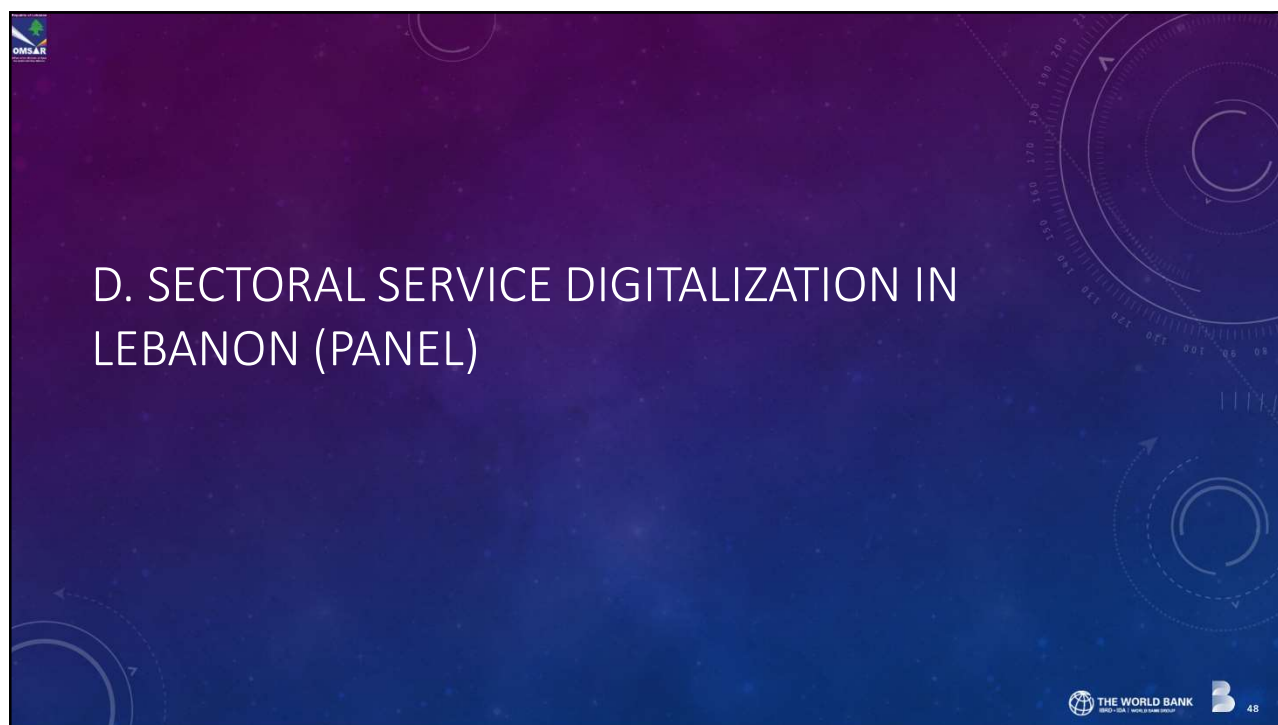
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48

OVERVIEW AND KEY LEARNINGS OF SECTORAL DIGITALIZATION EFFORTS IN LEBANON



Mr. Rayan Halawi
Senior ICT Advisor
Ministry of Education and Higher Education



Ms. Lina Abou Mrad
National E-Health Program Director
Ministry of Public Health




Mr. Ziad Maadarani
Former IT Manager
Ministry of Finance


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49


E. DIGITAL IDENTIFICATION AS AN ENABLER OF SERVICE DIGITALIZATION




Mr. Georges Bechara
Director of National ID Cards Department
Ministry of Interior and Municipalities
Directorate General of Civil Status

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50



WHAT IS DIGITAL ID?





A digital version of one's personal identity that securely verifies it

How it works

- Biometric **data**, **fingerprints**, facial **recognition**, etc.
- Physical **smart ID card** linked to legal identity (birth record), to be digitalized and linked to ID card for added security
- Secure **online and offline authentication**


Purpose

- Secure access **to government and private-sector digital services and platforms**





51

51




HOW CAN DIGITAL ID BE USED?




Verifying IDs

Check if credential is genuine and valid




Verifying data

If specific ID attributes match authoritative source (*spelling and transliteration*)





Sharing data

Uniquely link records across databases




Authentication

Securely verify identity of citizens when they access services

52

52





HOW DOES DIGITAL ID IMPROVE PEOPLES' LIVES?

For government services:

- Faster, more convenient access to healthcare, social security, tax services, and voting
- Reduced bureaucracy and wait times
- Prevent fraud and duplicate registrations for subsidies and social programs


For private-sector services:

- Simplified Know Your Customer (KYC) processes for banks
- Easier authentication for telecom and financial transactions
- Better digital financial inclusion

53

53




BENEFITS OF DIGITAL ID

Security and privacy	Biometric and advanced technologies to secure authentication, enabling data sharing safely across entities.
	Combat identity fraud and theft
Secure online transactions	Streamline access to essential services (healthcare, banking, education)
	Eliminate repetitive identification steps for users
Convenience	Single ID for multiple services – no need to carry multiple physical documents
	Allows quick, seamless access to digital platforms and services
Economic growth	Helps attract investment and boost innovation and entrepreneurship
	Enables diaspora to participate in daily economic activities





54

54




HOW TO APPLY FOR A DIGITAL ID




Step 1: Obtain a Modern ID Card

- Enroll at designated centers that collect biometric data (fingerprints, facial scans).
- Securely receive polycarbonate smart ID card with embedded chip.





Step 2: Digital ID Activation

- Download official digital ID app on your smartphone or visit an in-person enrollment center.
- Scan the QR code that is on your modern ID card.
- Complete biometric verification to activate your digital ID.




Step 3: Use Digital ID

- Access online services by verifying your identity using your digital ID.
- Opportunity to issue Digital ID as a verifiable credential to a digital wallet.


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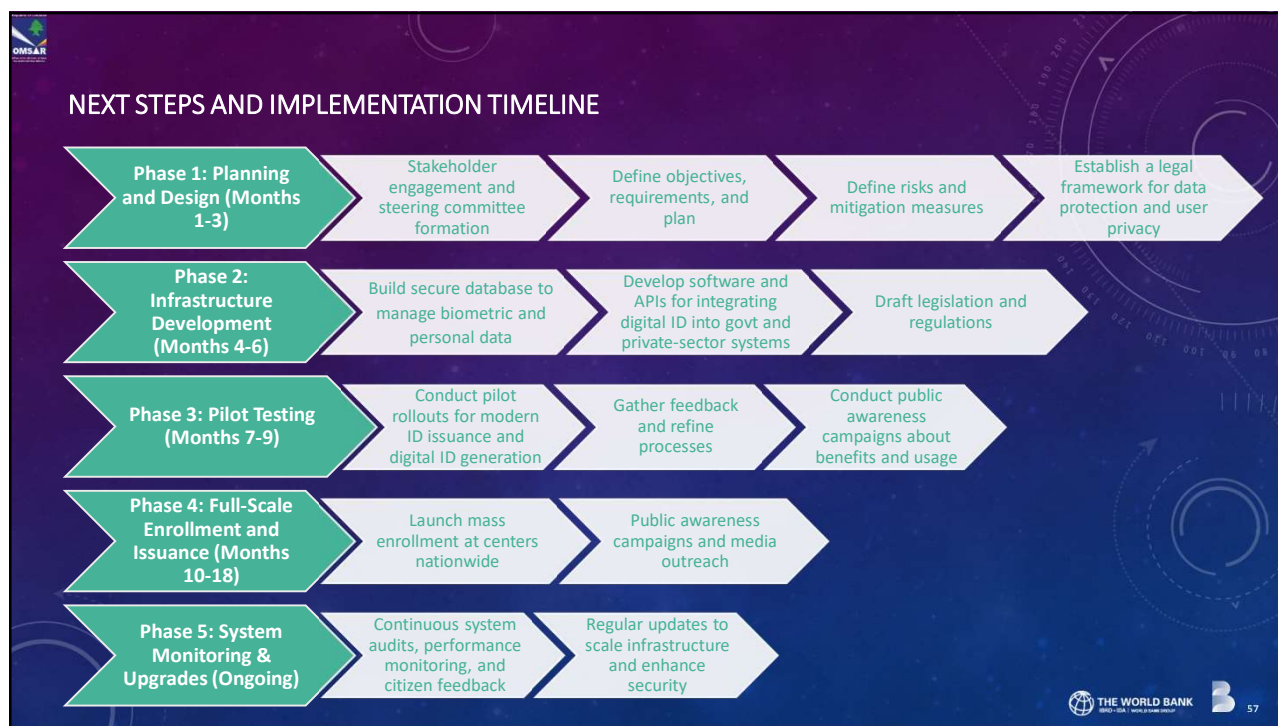
KEY CONSIDERATIONS FOR DIGITAL ID

Risks	Mitigations
Data breaching attempts	End-to-end encryption of all stored and transmitted data Regular security audits and vulnerability assessments to ensure system integrity User-centered design puts control of data in the hands of citizens
Evolving technology and threat landscape	Maintenance for upgrades as threats emerge Ensure system financial sustainability to allow security-related maintenance to be carried out
Misuse of data for unintended purposes	Role-based access controls to prevent unauthorized use Monitoring and audit logs for all data access Aligned with Lebanese and international data protection norms
People without access to technology/internet may be excluded	Targeted telecom investments and device subsidies Support alternatives to smart phones to give citizens flexibility and choice Digital literacy programs.
Lack of digital knowledge and tools	Maintain parallel in-person option (e.g., for elders) User-centered design

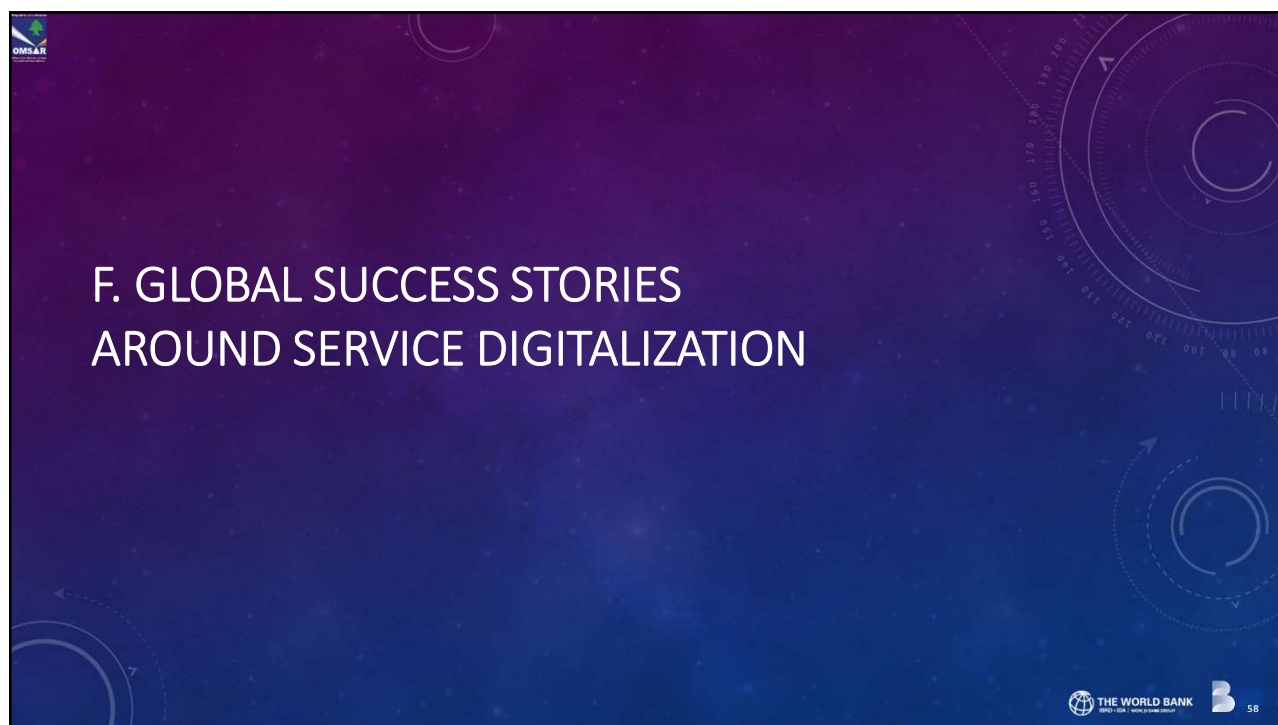



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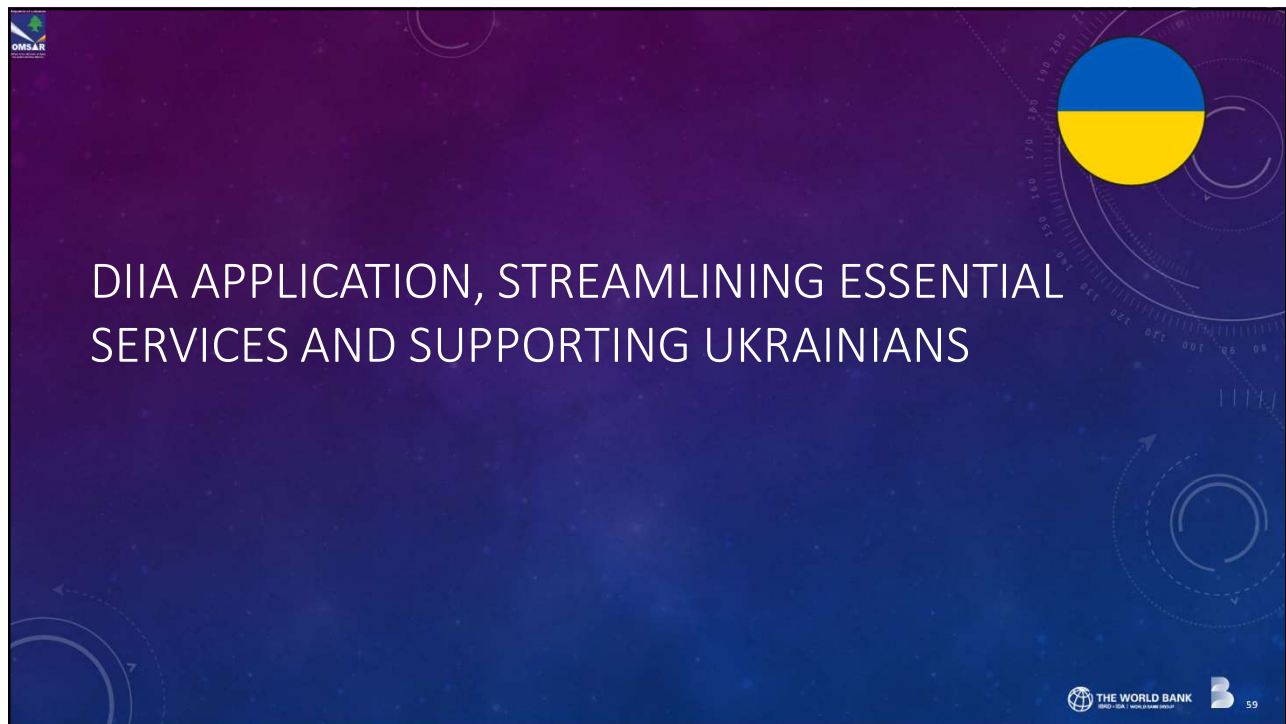
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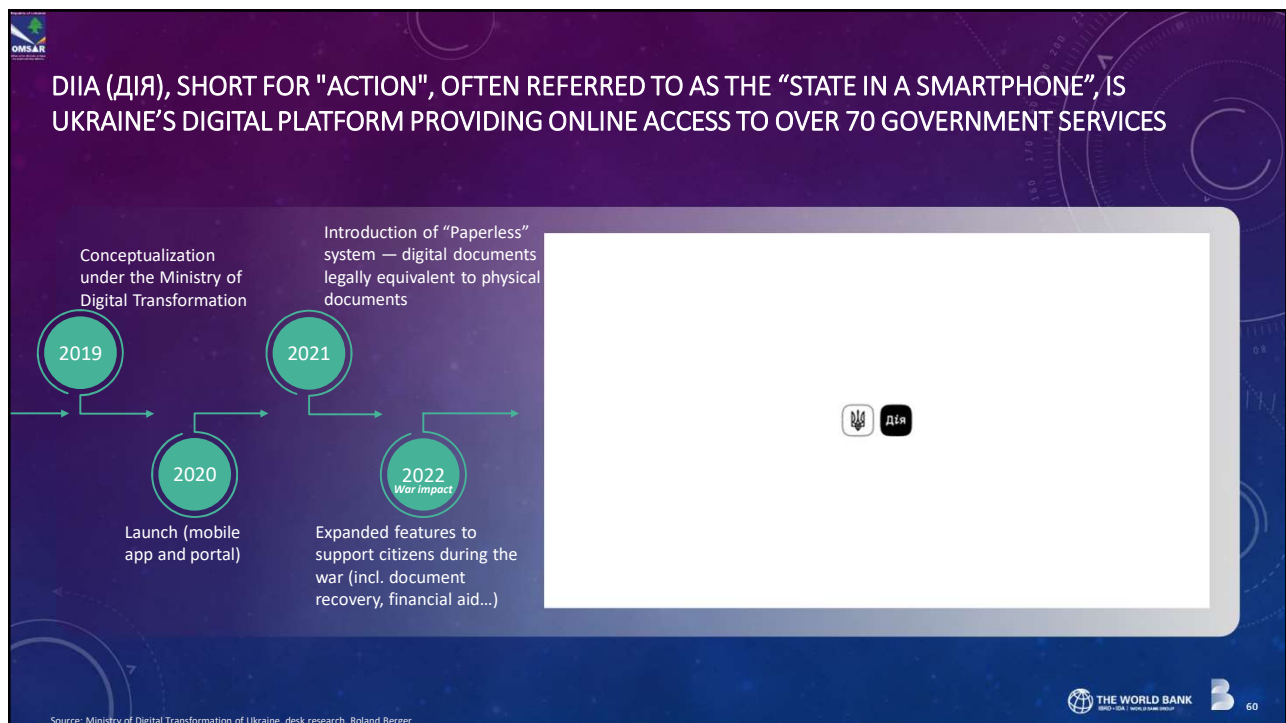
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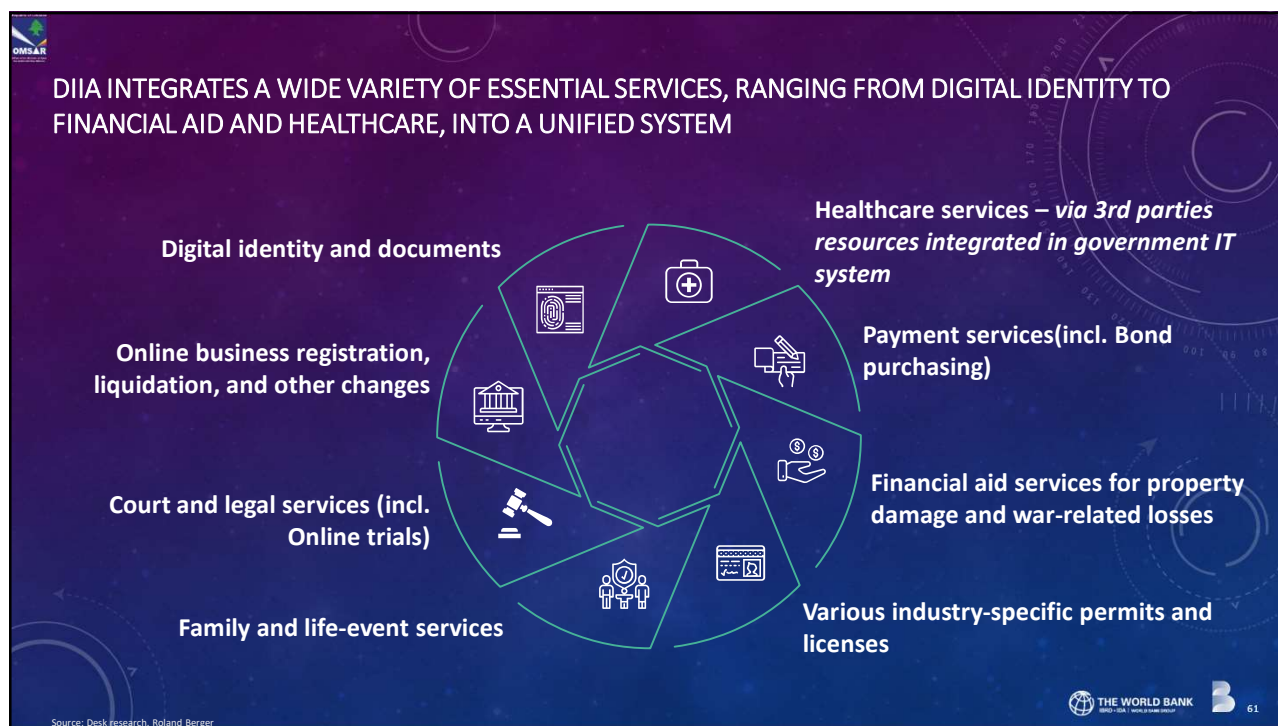
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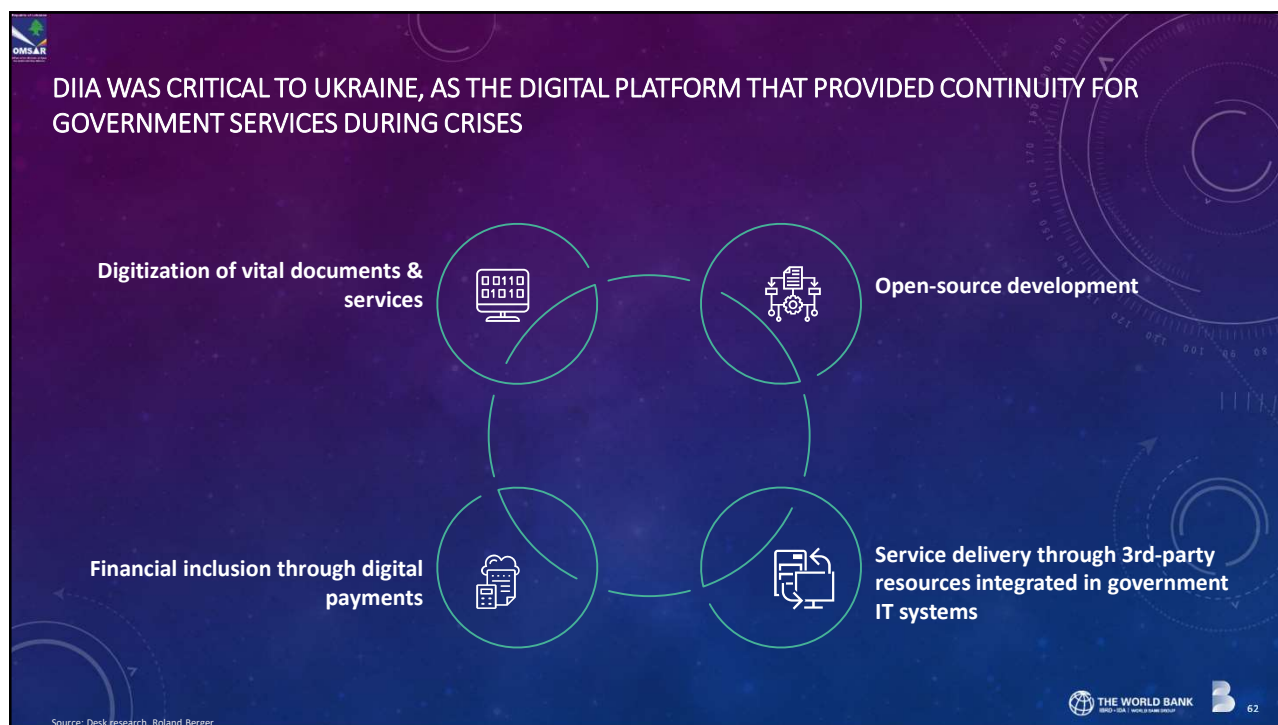
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64



ABOUT IKA TECHNOLOGY (FRANCE)

Provider of Public Financial Management COTS software solutions, we implement our solutions in financial government sector.

We leverage our SmartFinance solution for the development of our clients' tools. IKA products are currently dedicated to the following sectors:


- Tax administration
- Customs Authority
- Expenditures, Treasury, and Public Accounting
- Procurement
- Social security



Source: Roland Berger




65



OVERVIEW OF GABON TAX DIGITALIZATION PROJECT


Main challenges faced by the Gabonese Tax Administration

- Aging software
- Internally developed tool
- Significant technical debt
- Technological obsolescence



The Gabonese Tax Administration wanted to switch to a turnkey software solution and launch an international RFP

Ika technology's success factors

- Successful similar experiences in countries with similar GDP (21 B \$)
- Demonstrations of key software features in the early stages of the project
- COTS with stage of the art technology and highly customizable tool
- Short implementation timelines



Source: Roland Berger

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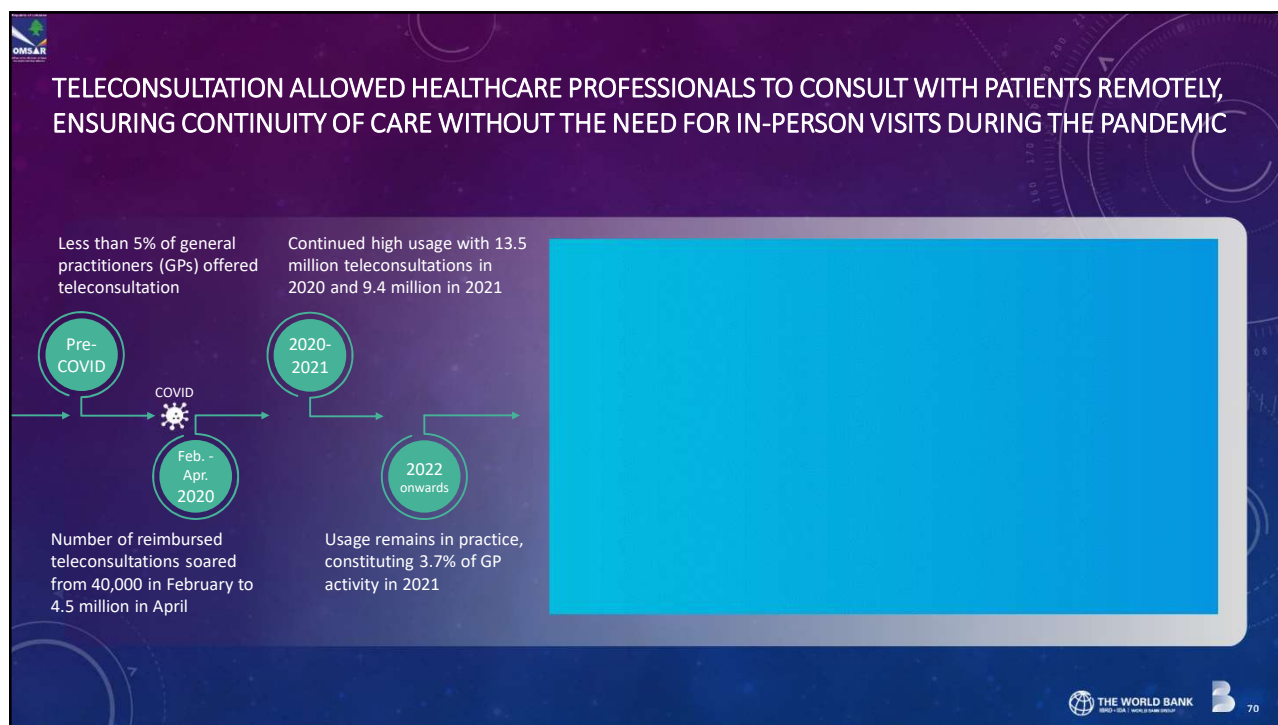
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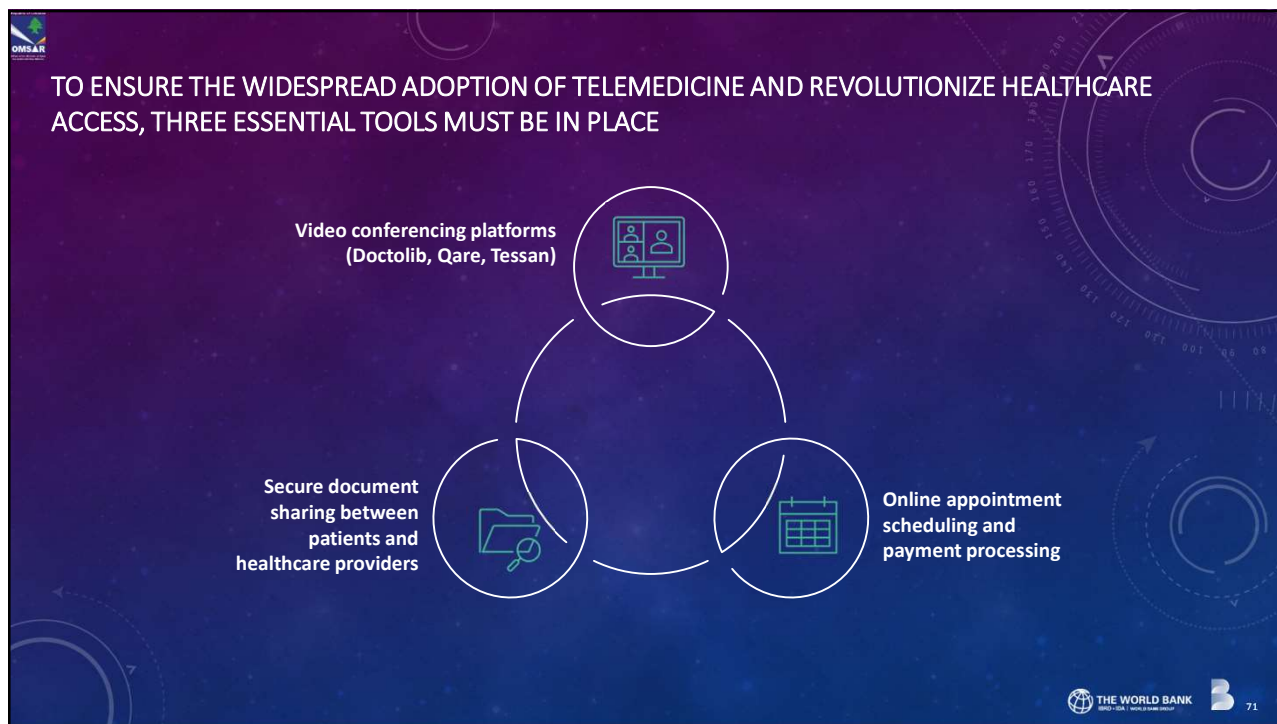
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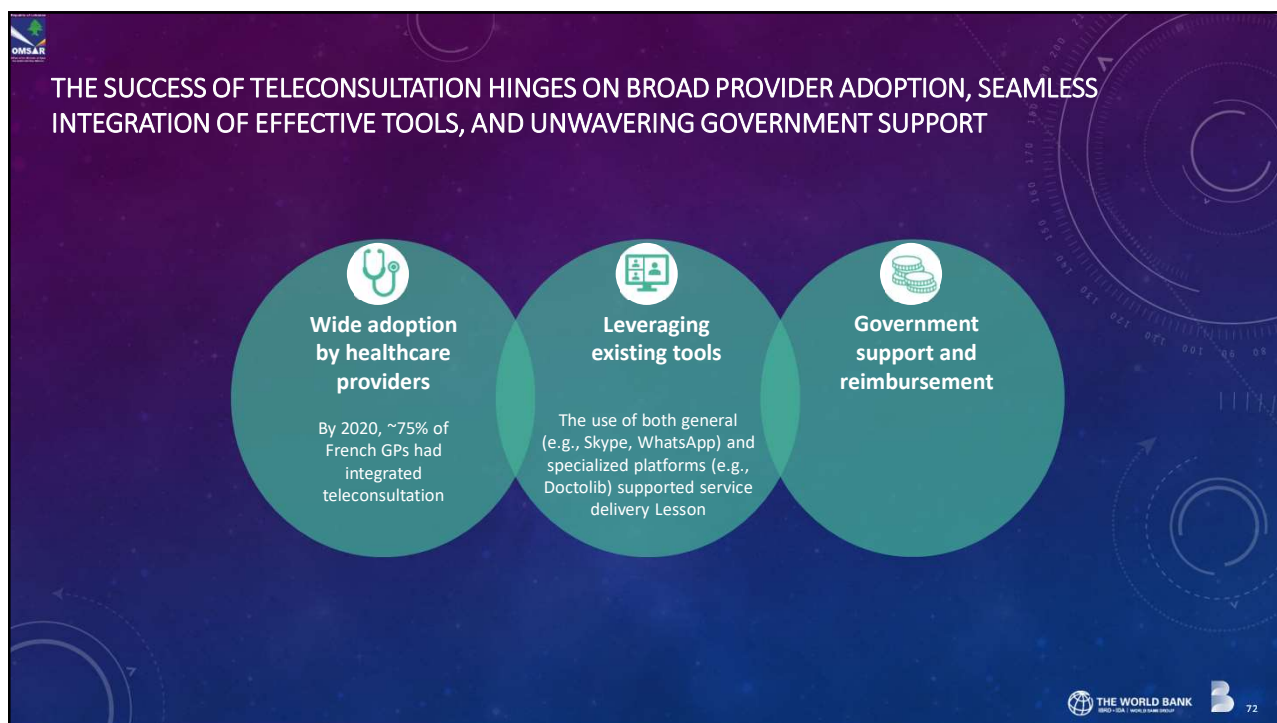
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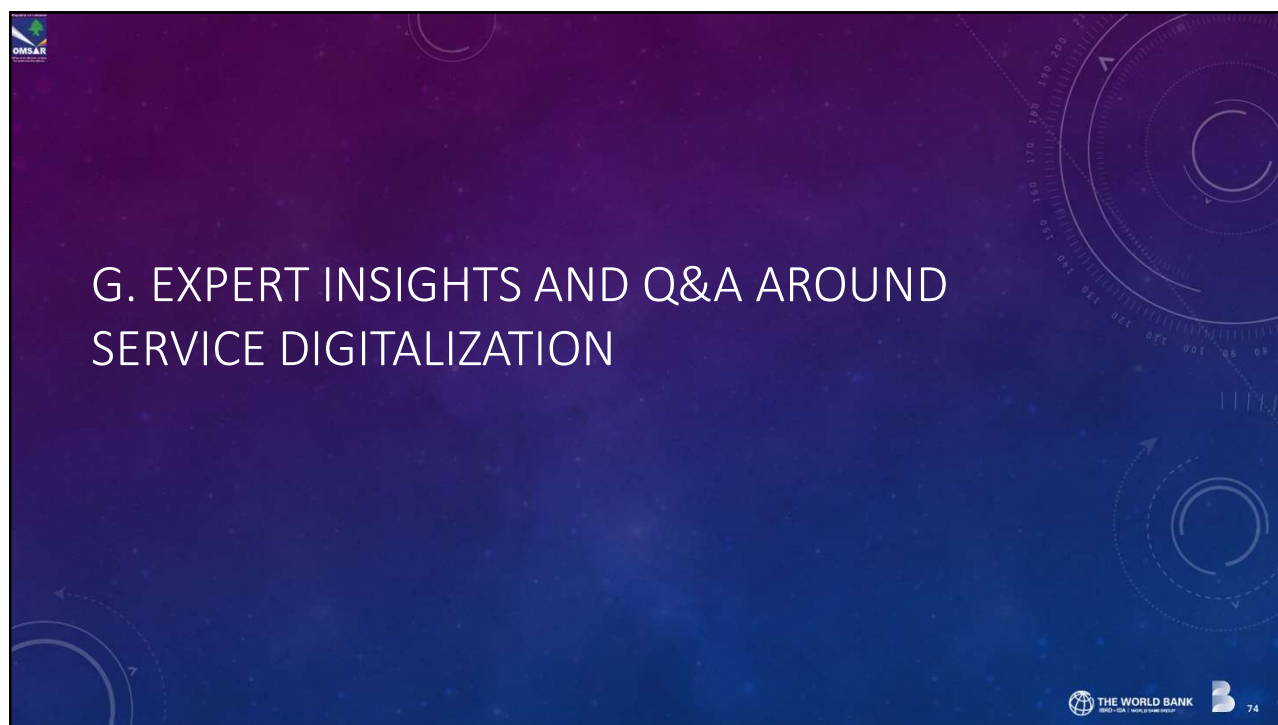
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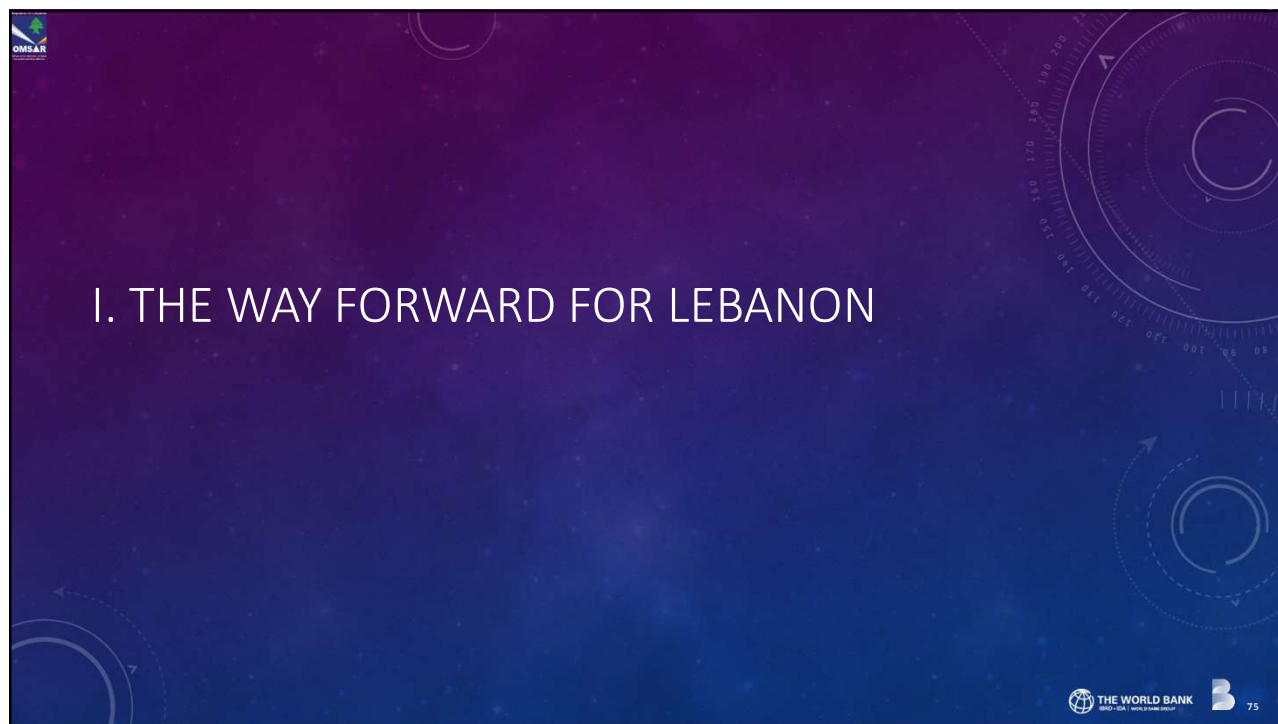
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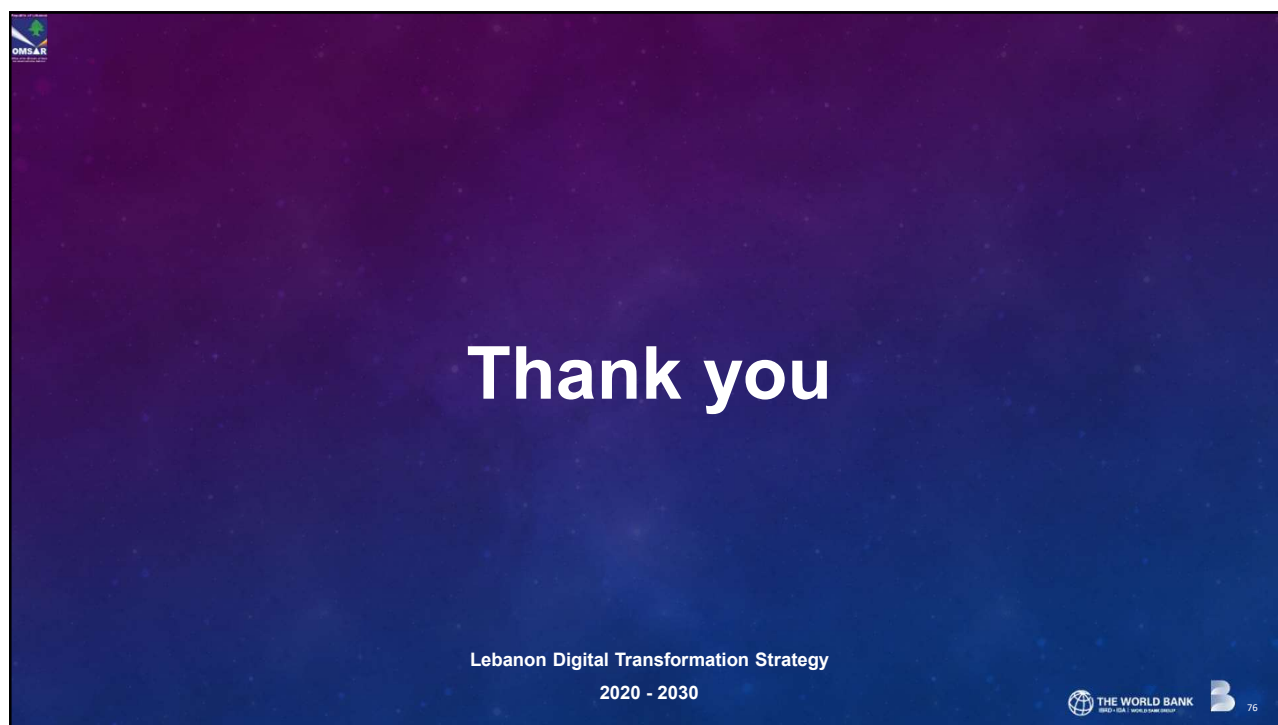
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