

The roll-out of Merkava to the entire government is well underway and is currently planned for continued development through 2009. The core ERP template has been implemented in 32 agencies and is underway in various stages in approximately five others. This template provides for integrated shared service for accounting and financial management, HR, procurement, and real estate asset management. The new financial management capabilities have resulted in greatly improved reporting and tracking of government spending and obligations. Also, the plan is to merge the Merkava ERP with hospital administrative systems for the 26 government hospitals and clinics, resulting in substantial efficiency and management benefits. The financial management capabilities of the Merkava ERP also support the operation of expanded online payment services for citizens and businesses. These and other returns internal to the government and to the public are described in more detail below. The general services implemented in the current template are shown in Table 1 below.

Table 1. Merkava Basic Services – Cross Agency				
Logistics	Financial	Human Resources	Property	Support Payments
<ul style="list-style-type: none">• Procurement• Central tenders• Office tenders• Sales• Inventory Management• Projects• Maintenance	<ul style="list-style-type: none">• General ledger• Budget• Accounts Payable and Accounts Receivable• Asset Management• Bonds Management• Loans• Management accounting	<ul style="list-style-type: none">• Organizational structures• Employee file• Recruiting• Attendance• Vehicle allocation• Education• Budget auditing• Employee assessment	<ul style="list-style-type: none">• Designated property• Public housing• Government housing• Rent and hire contracts	<ul style="list-style-type: none">• Fellowship support• Authorities• Support for individuals• Inheritance and legacies• Research• Allotments• Religious institutes• Income insurance

Future development efforts in the Merkava project are now concentrated on the roll-out to the remaining agencies and the implementation of what is referred to as the distributed architecture. This latter effort involves an extensive list of objectives linking the Merkava throughout the government and with the public. The current development guidelines include:

- Moving to a Web interface with SAP NetWeaver compliance;
- compliancy to Service Oriented Architecture (SOA and SAP Enterprise SOA);
- integrating more SAP NetWeaver components;
- exposing Merkava internal services to all government and to the Web;
- adding a Disaster Recovery Planning site to Merkava;
- connecting Merkava to Gov.il in Tehila;
- supporting secured and semi-secured systems & raising security standards at all levels;
- enhancing technological supervision and auditing in Merkava; and
- developing internal support for Merkava and with SAP.

The development roadmap includes a major emphasis on Services Oriented Architecture (SOA) and SAP Enterprise Service Oriented Architecture (ESOA) as the bases for further linking and integration.

Overall, development appears to be moving along two main paths. The first is enhancing the internal application development and operational capabilities of Merkava and its technical environment (e.g., “Building complex business applications over existing applications without writing code”). This continues the process of building the internal, modernized infrastructure for government operations. The second path extends integration and interoperability externally to direct citizen service applications & operations through greater Web enablement and geographic distribution. These development paths are consistent with the original vision for the project of building the internal capability of the government in order to enhance benefits to citizens and the society.