eGovernance and Change Management
Agenda

- Understanding Government Goals and Objectives
- Need for Transformation in Government
- Definition of e-Government and e-Governance
- Key objectives and benefits of e-Governance implementation
- Challenges in e-Governance implementations
Millions of citizens spend time attempting to access Government services that should be rightfully theirs.
The Issue

- Urban Citizen: 50 interactions, 10 departments
- Farmer: 40 interactions, 8 departments
- Large Business: 120 interactions, 20 departments
- Medium Industry: 500+ interactions, 100 departments

Can we streamline these interactions & enhance National Productivity?
Bringing in transformation…
Need for Transformation in Government

Growing citizen and market expectations…

- The need to become more citizen-focused
- Demonstrate higher quality front-line service
- New channels to access information and advice
- New delivery partners
- Lower cost and much greater efficiency
- Rationalise back-office functions
- Services targeted at particular citizen segments
- Improved citizen choice
- Demonstrate better value for money
- Public Private Partnerships

Demonstrate better value for money
Shift from the vicious cycle to the virtuous cycle

**VICIOUS CIRCLE**
*High costs and poor citizen outcomes*

- Focus on adding further **complexity** to drive improvement (doing things better and faster)
- **Inefficient** service delivery and high system costs
- Customer engage multiple times and do not receive the **outcomes** they need

**System Complexity**

**VIRTUOUS CIRCLE**
*Lower costs and improved customer outcomes*

- Citizen receive ‘right first time’, tailored, **sustainable** outcomes
- **Reduced** system complexity
- Costs are **minimised** because system inefficiencies are stripped out
Technology as an enabler in government reforms

- ICTs have been an integral part of many public sector reform agendas and have helped governments successfully in:
  - Increasing convenience to the citizens in availing government services
  - Increasing speed and quality of service delivery
  - Citizen empowerment through access to information and transparency in service delivery
  - Reduce corruption
  - Cost reduction and revenue growth for government
  - Improve compliance with government regulations.....
Why e-Government?

“Everyone else is doing it, so it's probably important and useful”

“We think it will provide faster, more convenient government services”

“We don’t want to fall behind all others”

“We think it will reduce costs for government (reduced data entry costs, lower error rates)”

“To reduce corruption and fight poverty”

“We think it will reduce costs for individuals and businesses to deal with government”

“We think it will improve democratic process”

“We need to reach out to a broader part of population”

“We think it’s a tool for transformation of public administration from bureaucracy to service provider”
So what is e-Government?

- It is the *transformation* of government to provide **Efficient, Convenient & Transparent** Services to the *Citizens & Businesses* through Information & Communication Technologies.

- e-Government is the transformation of public sector internal and external relationship through Internet-enabled operations, information and communication technology in order to optimize government service delivery and governance.

- e-Governance or ‘electronic governance’ is basically the application of Information and Communications Technology to the processes of Government functioning in order to bring about ‘Simple, Moral, Accountable, Responsive and Transparent’ (SMART) governance*

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What is e-Government?

It is the transformation of government to provide Efficient, Convenient & Transparent Services to the Citizens & Businesses through Information & Communication Technologies.
What is NOT e-Government?

- e-Government is not about ‘e’
  - but about government!

- e-Government is not about computers & Websites
  - but about citizens & businesses!

- e-Government is not about translating processes
  - but about transforming processes!
e-Government & e-Governance

**e-Government**
- Transformation of Government
- Modernization of processes & functions
- Better delivery mechanisms
- Citizens are recipients

**e-Governance**
- A decisional process
- Use of ICT for wider participation of citizens
- Citizens are participants
Examples of G2C Services

- Employment Services
- Vehicle Registration
- Driver's License
- Passport/Visa
- School Admission
- Scholarships
- e-Learning
- Examination Results
- Birth Certificate
- Health Care
- Agriculture
- Land Record
- Property Registration
- Marriage Certificates
- Taxes
- Utility Services
- Municipality Services
- Pensions
- Insurance
- Health Care
- Death Certificate

... from cradle to grave
Benefits to citizens

• Reduced transaction time and elapsed time
• Less number of trips to Government offices
• Expanded time window and convenient access
• Reduced corruption-need for bribes, use of influence
• Transparency-clarity on procedures/documents
• Less uncertainty in estimating time needed
• Fair deal and courteous treatment
• Less error prone, reduced cost of recovery
• Empowered to challenge action-greater accountability
• Levy of use charges
Examples of G2B services

- Approvals
- Permissions
- Returns
- Taxes
- Permits
- Compliance
- Project Profiles
- Infrastructure
- State Support
- Approvals
- Compliance
- Approvals
- Permissions
- Returns
- Taxes
- Permits
- Compliance
- Start-up
- Explore Opportunities
- Operate
- Expand
- Close
Examples of G2G Services

**Human Resources**
- Recruitment
- Training
- Establishment
- e-Learning

- Workplace
- Workflow Automation
- Video Conferencing
- MIS
- Back-office Support
- GIS

- Productivity
- Performance Mgt.
- Budget
- Treasuries
- Planning
- e-Assembly

**Enhancing internal functions of government is as important a mandate for e-Governance as is G2C and G2B services**
Why do projects fail?

What the user wanted -

What the budget allowed for -

What the timescale allowed for -

What the technician designed -

What the user finally got -
## INGREDIENTS OF SUCCESS

**Developed By Professor John Hunt of London Business School**

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<tr>
<th>Pressure/Urge for Change</th>
<th>Leadership and Vision</th>
<th>Capable People</th>
<th>Actionable First Steps</th>
<th>Effective Rewards/Reinforcement</th>
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<th>Successful Implementation</th>
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Single Window for Citizens ...
Government and Kind of Changes

Ecosystem of Government Organizations

- Political Environment
- Economic Environment
- Legal Environment
- Social Environment

- Government Departments
- Investors
- Employees
- Citizens
- Vendors & Intermediaries

Change Levers
- People
- Process
- Technology

Slide 21
Levers of change in Government reforms

There are three key levers of Change in Government reforms and initiatives

Change Levers

People
• Change in attitude and behaviours to accept the change, New skills sets required to assimilate the new ways of working, application of traditional skills more effectively and a more flexible approach to working patterns and practices.

Process
• Change in structure and processes to adopt to the new ways of working, business process design.

Technology
• Application of Information and Communication Technologies to improve the service delivery to citizens, business and Government employees.
e-Governance and Change

What makes e-Governance projects complex?

**Inherent difficulties**
- Long implementation cycle
- Benefits accrue in the end whereas effort required upfront

**Stakeholder ownership and involvement**
- Who are the drivers: Government departments, ICT authority, Vendor
- Degree of support from Top management for investment and involvement in implementation

**Design issues**
- Clarity of goals and policies on process reform
- Process consistency and transparency versus flexibility
- Integrating with legacy systems

**Change Management**
- Extent of process reform
- Apprehension and Resistance to Change
- Varying IT readiness among end-users
## e-Governance and Change: Fundamental change from traditional ways of working…

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<tr>
<th>Factors</th>
<th>Traditional Ways</th>
<th>New Ways</th>
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<tr>
<td>Mode of services</td>
<td>Service for citizens</td>
<td>Self service in many operations</td>
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<tr>
<td>Goal</td>
<td>Citizens in line</td>
<td>Citizens on line</td>
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<tr>
<td>Expectation</td>
<td>Digital exclusion</td>
<td>Digital participation</td>
</tr>
<tr>
<td>Change</td>
<td>Paper intensive work</td>
<td>Government on line</td>
</tr>
<tr>
<td>Management Style</td>
<td>Transaction Intensive</td>
<td>Knowledge Management</td>
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<tr>
<td>Orientation</td>
<td>Production cost, efficiency</td>
<td>User satisfaction &amp; control, flexibility</td>
</tr>
<tr>
<td>Leadership style</td>
<td>Command and Control</td>
<td>Flexible, inter-departmental teamwork,</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>Top down, hierarchical</td>
<td>Innovative entrepreneurship, multidirectional, network with central coordination, direct communication</td>
</tr>
<tr>
<td>Communication</td>
<td>Centralized, formal limited channels</td>
<td>Formal and informal, direct and fast feedback, multiple channels</td>
</tr>
<tr>
<td>Interaction</td>
<td>Documentary mode and interpersonal interaction</td>
<td>Electronic exchange, non face-to-face interaction</td>
</tr>
<tr>
<td>Process organization</td>
<td>Functional rationality, vertical hierarchy of control.</td>
<td>Horizontal hierarchy, network organization, information sharing</td>
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Transformation is taking place…
Reaching out to farmers
Financial inclusion
Reaching citizens
Prisoners Work Allotment and Monitoring

- Auto contribution of wages in accordance with the rules
  - 50% Victim Compensation Fund
  - 15% Joint Savings Account
  - 15% Legal Aid
  - 20% Personal Expense

Prison Management System - Goa
Moving from physical Noting Files to e-noting file & workflow
Success & Failure Rate

35 % of eGov projects are total failures
• Initiatives not implemented
• Initiatives abandoned immediately

50% of eGov projects are partial failures
• Main stated goals not achieved
• Initial success but failure after an year
• Success for one group but failure for others

15% of eGov projects are successes
• All stakeholders benefited
• No adverse results

We need an holistic approach to improve Success Rate
**Good Governance**

4 Questions to be addressed

- WHAT do we want to Achieve?
- HOW do we want to Implement?
- WITH WHAT resources?
- WHO will be responsible?

**Front End** – Citizens/Businesses/Employees/Government interact with Government

**Back End** – Working within Government
4 Questions to be addressed for eGov Projects

Q#1 ➔ WHAT do we want to Achieve?
Objectives, Services, Service Levels, Outcomes

Q#2 ➔ HOW do we want to Implement?
Technology, Process, Delivery Channels

Q#3 ➔ WITH WHAT resources?
Business Model, Service Charges, PPP

Q#4 ➔ WHO will be responsible?
Procurement, Training, Change Mgmt, O & M, Assessment
Enablers of e-Government

Technology: 20%

Business Process Reengineering: 35%

Change Management: 40%

People: 5%

Luck: 5%

Slide 34
Resulting Changes with e-Governance

- Often creates redundancy of employees resulting in a fear of loss of jobs (that could be imaginary or real).
- Changes work load, work profile and work content that forces the need for re-tooling and training.
- Results in a loss of power and responsibility for some employees.
- Alters accountability, reduces discretion and flexibility, and makes performance visible and possible to monitor.
- Tends to flatten hierarchy by altering powers and authority vested in different levels.
Resulting Changes with e-Governance

- Fear of the unknown (for instance, introduction of new technology and changes in procedures) introduces resistance.
- Role of the intermediary between citizen and government is minimized.
- Use and dependency on technology to deliver services.
- Technical performance of the e-Government application in terms of poor access, lack of bandwidth, slow response, frequent break down and software problems can also create resistance.
“People want change, they don’t want to be changed”

People Support the World
They Help Create
Change Management

Change is a process . . . .

Where are you today

Process of change

Where you want to be

Time
Make a compelling case for Change & Risks of not changing

- Supported by reports, data, facts

Q. Are you certain that most (if not all) critical stakeholders see – and feel - a compelling need to change?

A ‘stakeholder’ is anyone who may be impacted by the effort and/or anyone who can impact the success of the effort.
What is Change Management?

Change Management is like Project Management, …but it is the “people side” of projects.

- Research shows that Change Management is the #1 success factor for project teams

Change management is proactively managing the people side of change to achieve the desired results.
1. e-Governance Strategy Development
2. Current State Assessment
3. Future State Definition
4. Implementation approach and sourcing
5. Develop and implement IT system
6. Operate and sustain

- Project Management Office/Unit
- Change Management and Communications
e-Governance Project Lifecycle (eGLC)

Needs Assessment
- Critical assessment of current business processes and pain points
- Process reengineering and to-be process definition
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance

Change Management and Communications
- Prioritization of services and projects
  - Best practices in similar environments
  - Assess legal framework and current limitations
  - Assess ICT systems and their ability to support future plans
  - Identify institutional structures & capacities for implementation
  - Define funding requirements
  - Define monitoring and evaluation approach...

Define clear vision & needs
- Needs Assessment
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Develop and implement T system
- Implement approach and sourcing
  - Develop People change and capacity building plan
  - Develop KPIs and performance levels for services and systems
  - Develop RFP
  - Bid evaluation and vendor selection

Operate and sustain
- System operations and maintenance
  - Rollout services and systems (functionality and geography)
  - Objectives and benefits evaluation and reinforcement
  - Sustained change, capacity building and communications...

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State of the current}

Dream of the future

Level 1: Needs Assessment

- Define clear vision & needs
  - Needs Assessment
    - Critical assessment of current business processes and pain points
    - Process reengineering and to-be process definition
    - Define implementation approach and phasing plan (functional and geographic)
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Level 2: Develop and implement T system

- Implement approach and sourcing
  - Develop People change and capacity building plan
  - Develop KPIs and performance levels for services and systems
  - Develop RFP
  - Bid evaluation and vendor selection

Level 3: Operate and sustain

- System operations and maintenance
  - Rollout services and systems (functionality and geography)
  - Objectives and benefits evaluation and reinforcement
  - Sustained change, capacity building and communications...
Project Plan & Change Management Plan
- Integrated plan

- Problem or opportunity
- Planning
- Design
- Development
- Implementation
- O&M

Org. & change Assessment
Team & Sponsors
Change Mgmt plan
Communication
Implement Plan
Re-enforcing change

Slide 43
“There are no uninteresting things,
There are only uninterested people"
Conclusion

- e-Government rests on 4 Pillars
  - Process
  - People
  - Technology
  - Resources

- Stakeholder management is critical

- Change Management is an proactive approach

- Develop a CM plan at DPR/RFP stage

- CM Plan runs parallel to PM