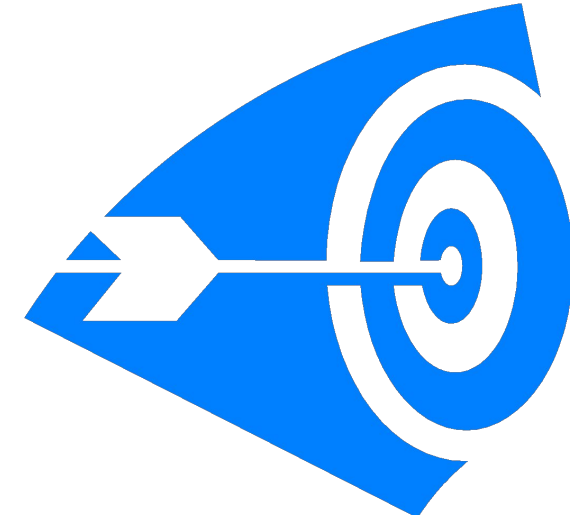


Change Management Framework for e-Government Projects

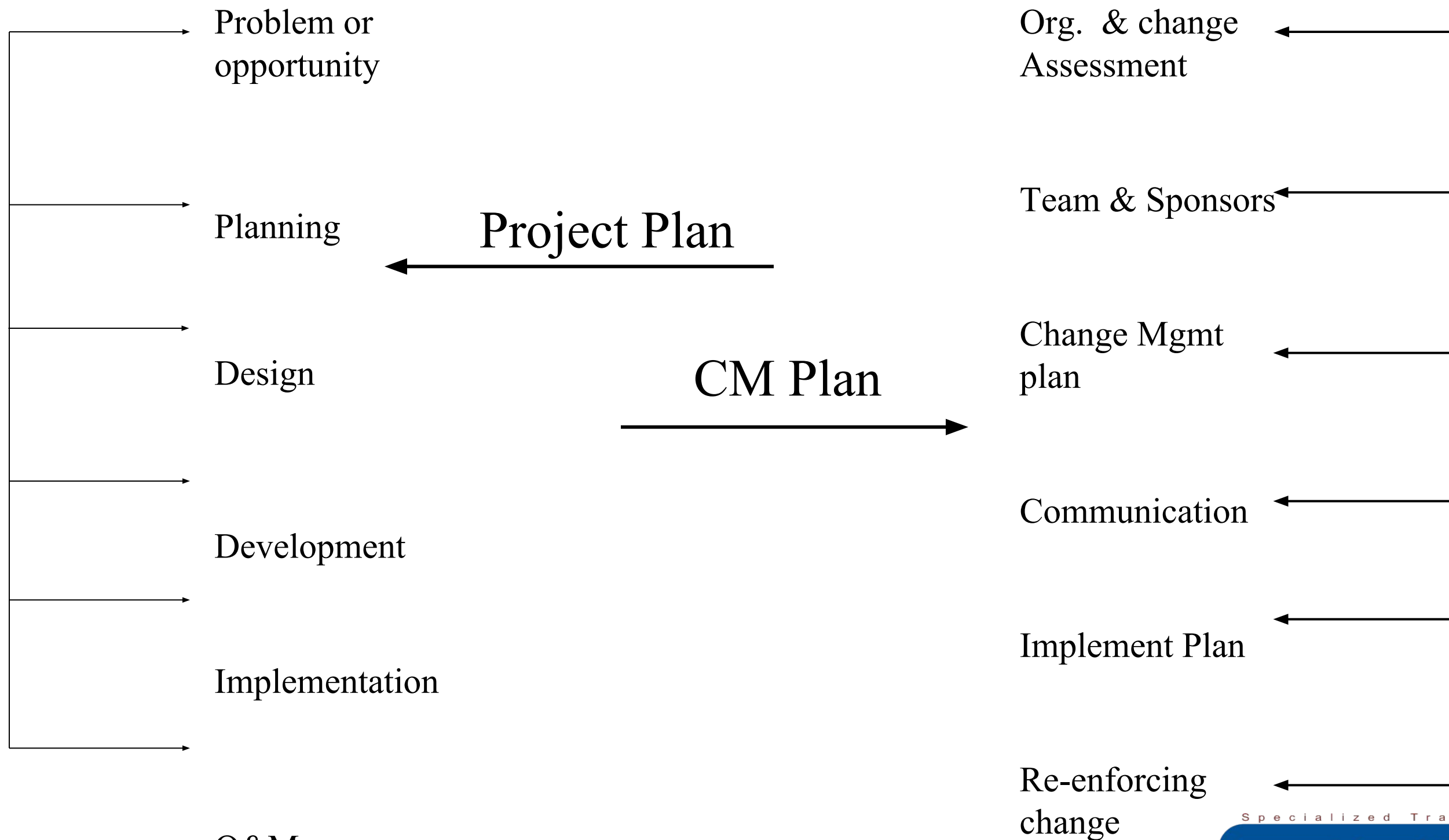


Agenda



- Change Management Framework
- Components of Change Management Plan
- Cost Implications of Change Management in e-Governance Projects
- Case Study – WFA AP

Seamless Integration required



Change Management Framework

Phase I: Establishing Foundation for Change

Phase II: Managing Change

Phase III: Sustaining Change

Assess the environment, scale and scope for change

Define the Change Management Plan

Identify Key Stakeholders

Change Readiness Assessment – Need & Impact

Identify the enablers and disablers to change

Stakeholder Assessment & Engagement Plan

Build the Change Management Team

Conduct Training Needs Analysis

Develop Training Plan

Define performance metrics

Documentation, Monitoring and Evaluation

Corrective Action Plans

Development and Implementation of Communication Strategy

Capability and Skill Building

Components of Change Management Plan

1. Understanding the vision and objective of the project
2. Defining the as-is state by documenting the existing:
 - Organizational structure (job profiles, people performing these tasks, roles and responsibilities of people, level of expertise and skill that they have, supporting staff and their roles)
 - Facilities, processes and methods used, functions performed, assigned resources
3. Identification and analysis of stakeholders
 - Identifying and categorizing stakeholders
 - Stakeholder analysis involving assessing the influence and importance of stakeholders

Components of Change Management Plan

4. Sizing of the change and its impact

- Documenting the to-be scenario in terms of additional/changes in roles, responsibilities, processes; work pattern, time and effort, and behaviour of people delivering services; and required skills, technology and other resources.
- Documenting the key performance measures desired in the future state.
- Determining the gap/scale of change between the desired and actual states
- Assessing the significance of this change

Components of Change Management Plan

5. Understanding and assessing the organization and its people in terms of readiness/receptivity towards change.

6. Approach for CM

- Selecting the CM strategy/style.
- Planning the timing, speed, etc of implementing CM
- Designing the organizational change management structure
- Identifying change leaders and agents.

7. Awareness and Communication plan

Cost Implications of Change Management in e-Governance projects

Cost factors to be considered in an e-Governance project

1. Cost towards Development of a Change Management Strategy
2. Cost towards Development of a Capacity Building Plan
3. Cost towards Development of Communications Management Strategy
4. Cost of Internal Government resources engaged for the above three streams of work
5. Cost of implementation of Change Management Strategy
6. Cost of implementation of Training plan
7. Cost on ongoing Trainings
8. Ongoing Communications Cost
9. Capacity Building cost



Cost Implications in the Design Phase

1.	Cost towards Development of a Change Management Strategy
1.1	Project and Program Management Cost – Cost of tools and templates
1.2	Change Program Design Cost
1.3	Consultant Professional fees
1.4	Cost of lodging and boarding
1.5	Cost of Assessment of the existing capability & Gap Analysis – Cost of tools used
1.6	Total number of workshops / interviews to be completed and their locations
1.7	Cost of awareness workshops – educating the employees on the need for change

Cost Implications in the Design Phase

2.	Cost towards Development of a Capacity Building Plan
2.	The total cost incurred on training would be primarily around three factors: <i>Total number of Training Man-days, Trainers Cost and Training Infrastructure and Logistics cost.</i>
2.1	Total number of Training Man-days
	<ul style="list-style-type: none">• Training for identified officials leading the change management program• Training for users of IT Systems in Government Departments• General IT training to existing employees• Training for External Users of Government IT Systems• Awareness program and educating end users viz. citizens
2.2	Trainers Cost
	<ul style="list-style-type: none">• Trainers Fees• Cost of travelling, boarding and lodging• Training material development cost
2.3	Training Infrastructure and Logistics cost
	Cost of IT and Physical Infrastructure, Stationary cost
	e-Learning portal and content development cost
	Cost of conducting webinars, seminars
	Set up cost of a training institute - Infrastructure cost, Faculty cost, Logistics cost , Hiring cost etc.

3. Cost towards Development of Communications Management Strategy

3.1 Cost towards media and publicity to create awareness– News papers, Television , Community / FM Radio, PR agency cost, Internet, vernacular press etc.

3.2 Cost of conducting awareness campaigns and workshops for employees within the department

3.3 Cost of awareness workshops for other departments and interfaces

3.4 Cost of conducting awareness campaign for citizens

3.5 Cost towards conducting road shows

4. Cost of Internal Government resources engaged for the above three streams of work

4.1 Opportunity Cost of Leadership / Top Government officials involvement in all phases

4.2 Opportunity cost for senior officials involvement in planning, design and implementation phase

4.3 Opportunity Cost of staff involvement in change management activities

4.3 Travel, Stay and other miscellaneous cost

Cost Implications During Implementation phase

5.	Cost of implementation of Change Management Strategy
5.1	Opportunity cost of Internal Resource Deployment
5.2	Consultant Cost – Fees, Travel and other expenses
6.	Cost of implementation of Training plan
6.1	Cost of Consultants for on going program management support / Retainer ship fees
6.2	Cost of training to be provided by the change management consultant
6.3	Cost of training provided by the IT vendor on product usage/administration/maintenance related training
6.4	Cost of training provided by other training / academic institutions

Cost Implications Post Implementation

7.	Cost on ongoing Trainings
7.1	Cost of Refresher Programs
7.2	Recurring cost on Training institute – Rents/Expenses on Building, Salaries, Utilities, etc.
7.3	Training material cost
8.	Ongoing Communication Costs
8.1	Awareness and Education Program cost for each quarter – Cost of media channels
8.2	Setting up internal Communication Infrastructure
9.	Capacity Building cost
9.1	Hiring cost – On the basis of the new profile of employees required for e-governance, new sources of their availability need to be tapped.
9.2	Cost of developing performance metrics to track and monitor change
9.3	Cost of corrective actions initiated

Thank You

