

Government Services Identification and Prioritization

Agenda

- ❖ Government service delivery framework/model
- ❖ Identification, categorization and definition of services
- ❖ Service value analysis and prioritization framework
- ❖ Prioritization of Services
- ❖ Preparation of services implementation roadmap
- ❖ Exercise

Government Services Identification and prioritization



What is e-Governance?

It is the transformation of government

to provide

Efficient, Convenient & Transparent

GOVERNMENT SERVICES

to the Citizens & Businesses

through

Information & Communication

Technologies

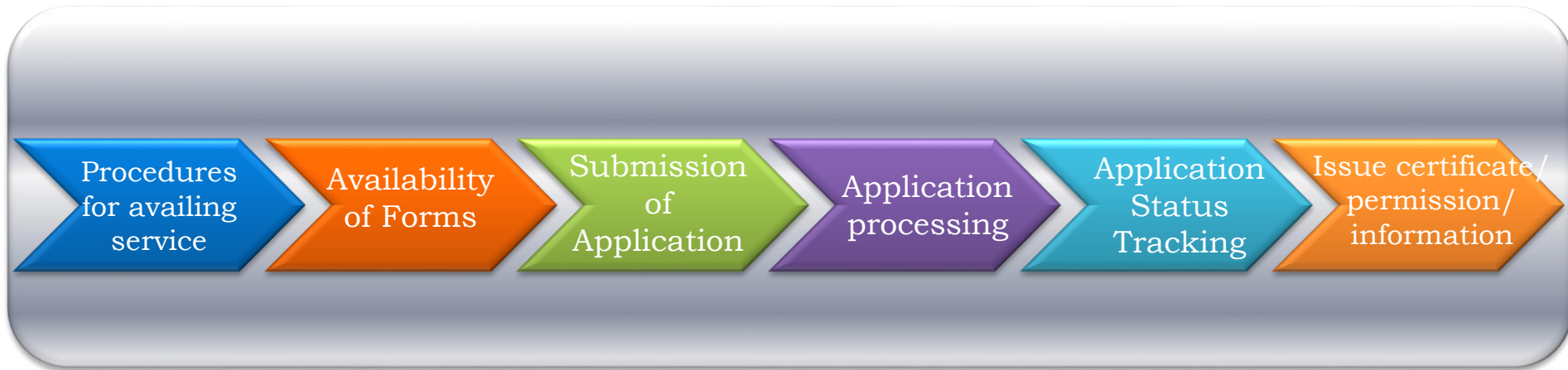
What is a Government service?

- ❖ Service is the **'action or process of serving'** or **'an act of assistance'** or **'a system providing a public need'**
- ❖ Process consisting of a series of intangible activities that normally, but not necessarily always, takes place in interactions between the provider and consumer
- ❖ Government is into the business of addressing the needs of citizen through the lifecycle
- ❖ Governments interact with citizens to provide 'services'
- ❖ Every government department provides a set of services to its identified customer base.
- ❖ The delivery of such services would develop an image of the government among the customers and so making the delivery of services customer-friendly

Government Service Classification

- Information Services
 - Includes those services that solely provide ‘information’ to customers and does not involve processing of any transactions or documents.
 - Information services have relatively simple back-office operations and can be easily be e-Government-enabled
- Transaction Services
 - Transactional Services: includes those services where customers require specific actions to be taken by the department.
 - Transactional services mandate a higher degree of customer interaction and more complex delivery operations than informational services.

Government Services Life cycle



Identification of Services for GPR

- ❖ For re-engineering the Government Processes, first we need to identify the services/processes, which needs reengineering
- ❖ Any Government agency will have a portfolio of services, out of which certain services will need to be re-engineered on priority basis, for maximum impact..
- ❖ How to identify the services/government processes for reengineering?

Assessment of current situation

What has been done?

- ❖ Several e-Governance initiatives undertaken at central / state / local governments
- ❖ Significant investments made in IT enablement in various departments
- ❖ Several years of time and efforts of government and private sector consumed

Key questions to be asked?

- ❖ How many information and transaction services are delivered to citizens/business online?
- ❖ Is there a reduction in administrative burden for government and consumers?
- ❖ Are project / e-Governance objectives achieved?
- ❖ Has there been any improvement in service delivery timelines?
- ❖ IN MANY PROJECTS, THE RESULTS ARE NOT SATISFACTORY

Assessment of current situation

- Reasons for current situation
- Most projects are undertaken as automation of department functions / workflows – lack of services view
- Lack of citizen / customer centricity in projects design / approach
- Lack of ‘services’ point of view in project design
- Departments have undertaken organization wide computerization at one go – leading to significant efforts with minimum / delayed results
- Project sustainability impacted due to large size and complexity of engagements not delivering results for long durations
- Limited resources, skill sets - lack of capacities and skill sets to manage large and complex IT projects leading to project failures/takeoff....

HOW WILL YOU GO ABOUT IMPROVING THE
VARIOUS SERVICES PROVIDED BY YOUR
DEPARTMENT TO THE VARIOUS
STAKEHOLDERS?

**CAN ALL THE SERVICES BE TAKEN
FOR IMPROVEMENT UNDER E-
GOVERNANCE AT THE SAME TIME?**

NO

IF NOT, THAN IN WHAT SEQUENCE?

WHO & HOW TO DECIDE THE IMPORTANCE OF THE
VARIOUS SERVICES PROVIDED BY THE
DEPARTMENT?

Service Prioritization

- **Identification of priority areas / services for e-Governance**
- **Phasing of services for implementation under e-Governance based on priorities**

Need for Services View

- To identify stakeholders
- To assess the clear needs of services
- To understand information and transaction needs of stakeholders
- To design the projects to deliver the information needs and transaction services of stakeholders

Need for Priorisation

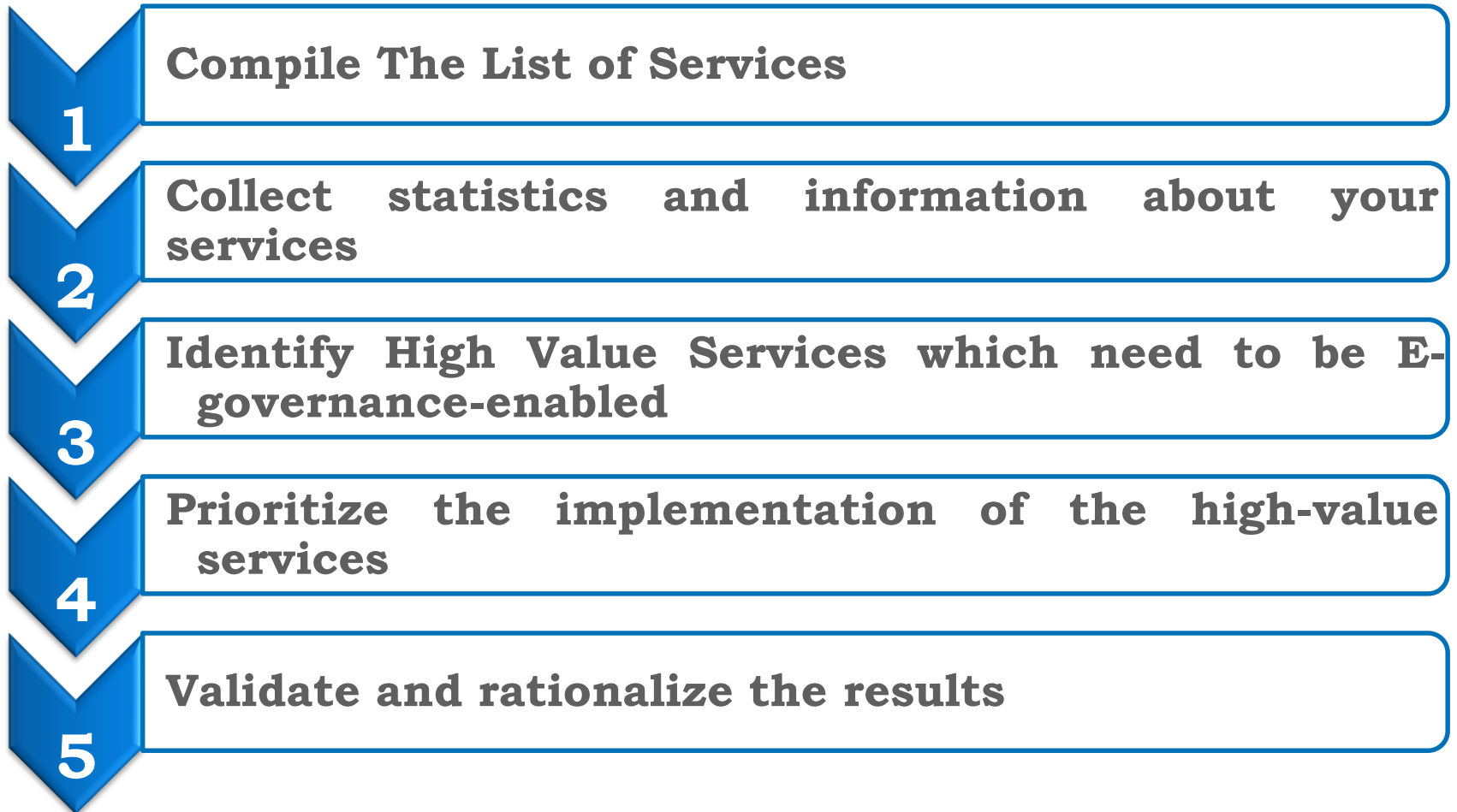
- To demonstrate early results
- To minimize the impact and maximise the results
- Limited resources and capacities existing with (funds and skill sets)
- Readiness of stakeholders

SOME CONSIDERATIONS FOR SERVICES PRIORITIZATION

- ❖ Needs enabling efforts only to improve the service
- ❖ Needs transforming efforts also to improve the service
- ❖ How important is it the service - criticality
- ❖ How valuable is the service to department/citizen
- ❖ What is the visibility of the service – numbers affected
- ❖ How difficult is to change the service in e-gov mode – complexity
- ❖ Can the service be changed to e-gov mode – technical feasibility

Service Prioritization Framework

Approach for Service Prioritization



Service Prioritization Framework

- ❖ Step 1: Compile the list of services
 - Identify the stakeholders addressed/served by the department
 - First level of classification (citizens, businesses, employees, other governments)
 - Sub-classification (e.g. of citizens served by Education Dept) – Parents, Higher education level students, university level students, private college owners...
 - Identification of department functions/services to the stakeholder groups
 - Identification of list of information and transaction services stakeholder wise

Service Prioritization Framework

- ❖ Step 2: Collect information & statistics about the various services
 - Collection of various operational information and statistics for the list of services identified in Step 1
 - Illustrative Information and statistics for each service include:
 - Transaction volumes
 - Frequency of transactions
 - Transaction processing time
 - Number of customer visits
 - Time spent by the customer for follow-up and track progress

Service Prioritization Framework

Illustrative analysis of Municipal Services

- ❖ Step 2: Collect information & statistics about the various services

	Transaction volumes (per year)	Frequency	Processing time
Birth registration	10,000	Once in lifetime	1 day
Death registration	4,000	Once in lifetime	1 day
Property tax assessment	3000	Once in lifetime	2 days
Property tax collection	100000	Twice in a year	30 minutes
Issuing building permission	1000	Once in lifetime	10 days
Vacant Land Tax Assessment	10	Once in lifetime	2 days
Vacant Land Collection	100	Once in a year	30 minutes
Court cases	10	NA	
Water tap connection	1000	Once in lifetime	2 days
Water tax payment	250000	Once in a month	30 minutes

Service Prioritization Framework

Step 3: Identify The High Value Services Which Need To Be Transformed Into E-governance

Assessment of services to identify those services that once made E-governance-enabled will deliver the maximum value to the 'department' and its 'citizens'

Department Value Measures

- ❖ Enhancing existing revenues;
- ❖ Setting up new revenue streams;
- ❖ Reducing cost of processing transactions; and
- ❖ Delivering intangible benefits (e.g. boosting the image of the department)

Citizen Value Measures

- ❖ Minimizing the number of customer visits
- ❖ Reducing the time required for service
- ❖ Reducing the fees and charges associated with a service;
- ❖ Reducing the time spent by the customer to follow-up and track the progress
- ❖ Reducing the time spend by the customer to file complaints, comments and suggestions

Service Prioritization Framework

Step 3: Identify The High Value Services Which Need To Be Transformed Into E-governance

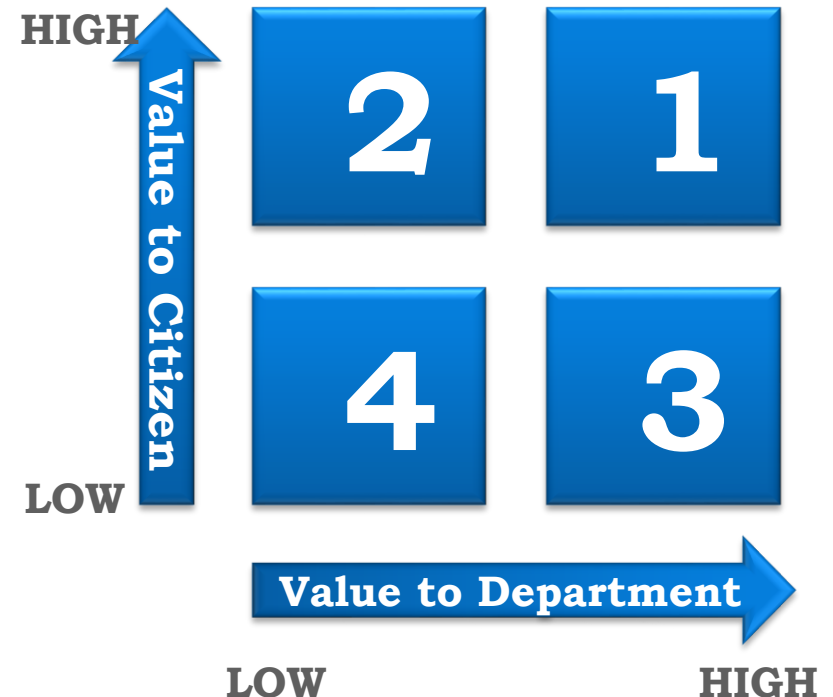
VALUE TO CITIZEN VS. VALUE TO DEPARTMENT

❖ Measures for Value to Citizen

- Minimizing the number of customer visits to the department
- Reducing the time required to deliver a service
- Reducing the time spent by the customer for follow-up and track progress of the requested service
- Reducing the time spent by the customer to file complaints.

❖ Measures for Value to Department

- Reducing cost of processing transactions
- Delivering intangible benefits
- Increase transaction volumes



Service Prioritization Framework

- ❖ Step 4: Prioritize **The Implementation** of The High Value Services
- ❖ Identify when to implement each of the high value services identified for the department
- ❖ The implementation priority for each high value service was defined based on the analysis of service visibility and service complexity

Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

❖ **Service Visibility**

- Describes how significantly and extensively can customers feel and experience the benefits achieved from delivering the service into E-governance.
- Services of high volume of transactions and a large customer base would be more visible to the Department customers than other services with a very limited customer base.

❖ **Service Complexity**

- Describes how easy the service can be made E-governance-enabled.
- Depends on a number of factors such as the degree of existing automation, number of external parties involved and the number of customer documents processed

Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

❖ **Measures for Service visibility**

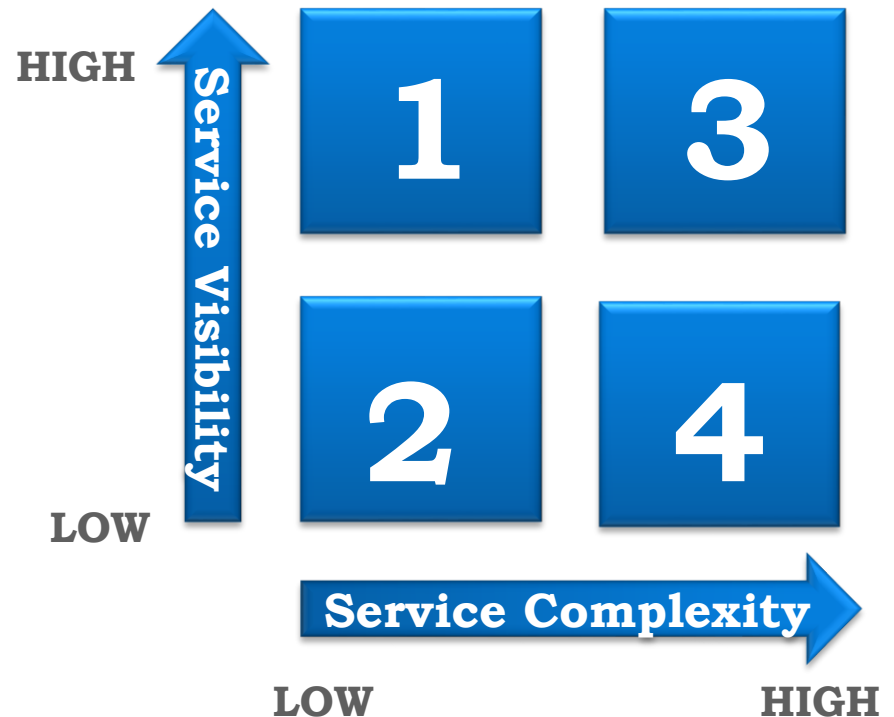
- Volume of transactions
- Customer base
- Intangible benefits

❖ **Measures for Service Complexity**

- Degree of existing automations
- Number of external agencies involved
- Number of customer documents processed

VISIBILITY

VS. COMPLEXITY

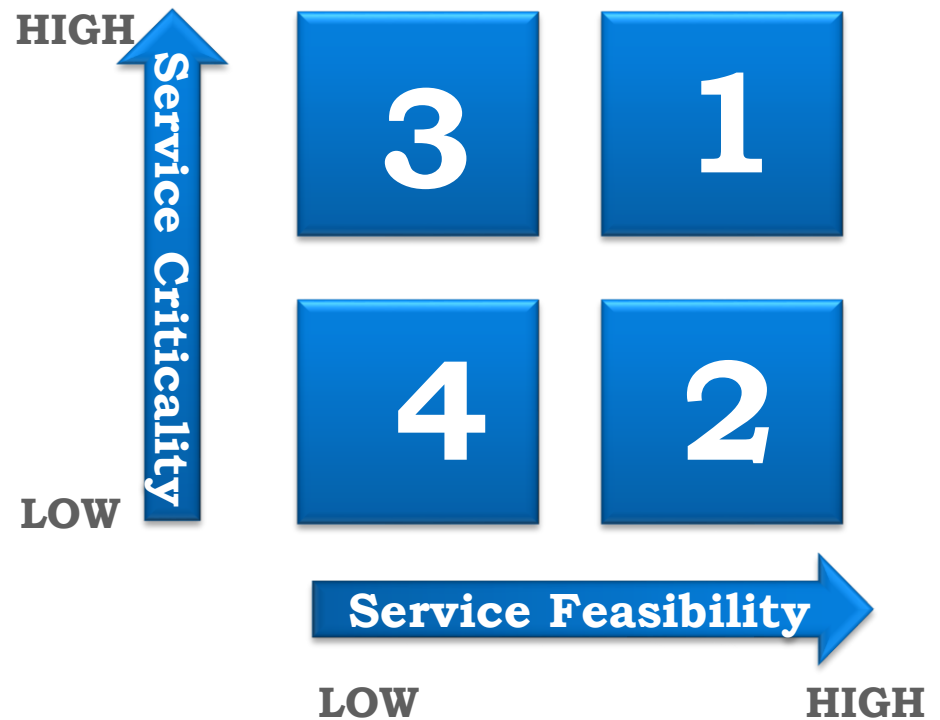


Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

❖ FEASIBILITY VS. CRITICALITY

- ❖ Evaluate potential applications and e-government services based on their **criticality** and **feasibility** and prioritize the funding of those services based on the following framework:



Service Prioritization Framework

❖ **Step 5: Validate and Rationalize The Results**

- Validate the identified services/projects for e-Governance through department's survey, experience and knowledge of the customers
- Verify that the high-value services can deliver benefits through E-governance.
- Verify the feasibility of the implementation priorities assigned to the high-value services

Service Prioritization Framework

Benefits of Service Prioritization:

- Identifies the services which are crucial to the stakeholders and which requires immediate IT enablement
- Enables process efficiency to the high priority services
- Increased user value and satisfaction
- Reduced administrative burden
- Strategic Fit with e-government strategy
- Increased visibility of efforts and benefits, which can be showcased for buy-in for subsequent efforts.....

*For the **PRIORITIZED SERVICES**, perform **GPR** first before they are automated*

Govt. e Service Prioritization Roadmap

- **Defer** – If there is **low criticality and low feasibility**, the application should not be undertaken. Low criticality implies little gain and low feasibility implies relatively high risk.
- **Permit** – If there is **low criticality but high feasibility**, Govt. should allow the development of the application as long as it follows the Standards and Guidelines and uses the overall infrastructure. Low criticality implies little gain, but high feasibility implies relatively few risks. This type of project should be allowed.
- **Pursue** – If there is **high criticality but low feasibility**, Govt. should allow the application to be built. High criticality implies that there is customer demand for such a service or that significant benefits could be realized from this application, but low feasibility implies that there may be significant risks.
- **Target** – If there is **high criticality and high feasibility**, Govt. should build this application. High criticality implies customer demand and benefits and high feasibility implies relatively few risks in pursuing this application.

END