

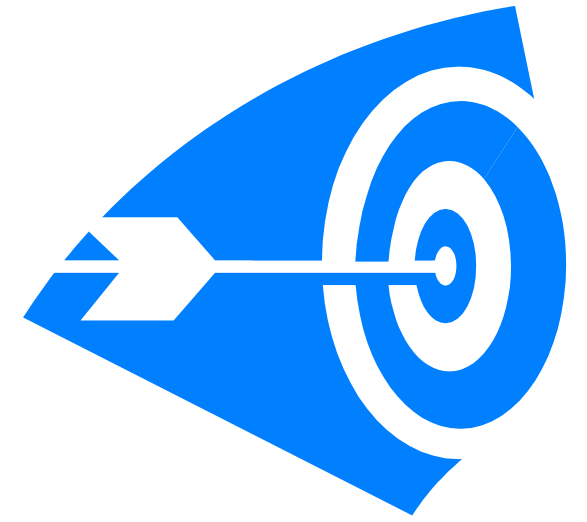
Course: e-Governance Project Lifecycle

Day 1:Session 2

e-Governance Project Development LifeCycle

Agenda

- Essential Elements of e-Governance projects
- Need for a holistic approach
- e-Governance Project Development lifecycle
- Key outputs at each phase of life cycle



Essential elements of e-Government projects

Essential elements of e-Governance projects

- Vision and strategy
- Business Process Re-engineering
- Enterprise Architecture
- Software development and IT Infrastructure implementation
- Business model
- Legal Framework
- Change Management
- Training and Capacity Building
- Project and Program Management
- Monitoring & Evaluation...



IT is only a component

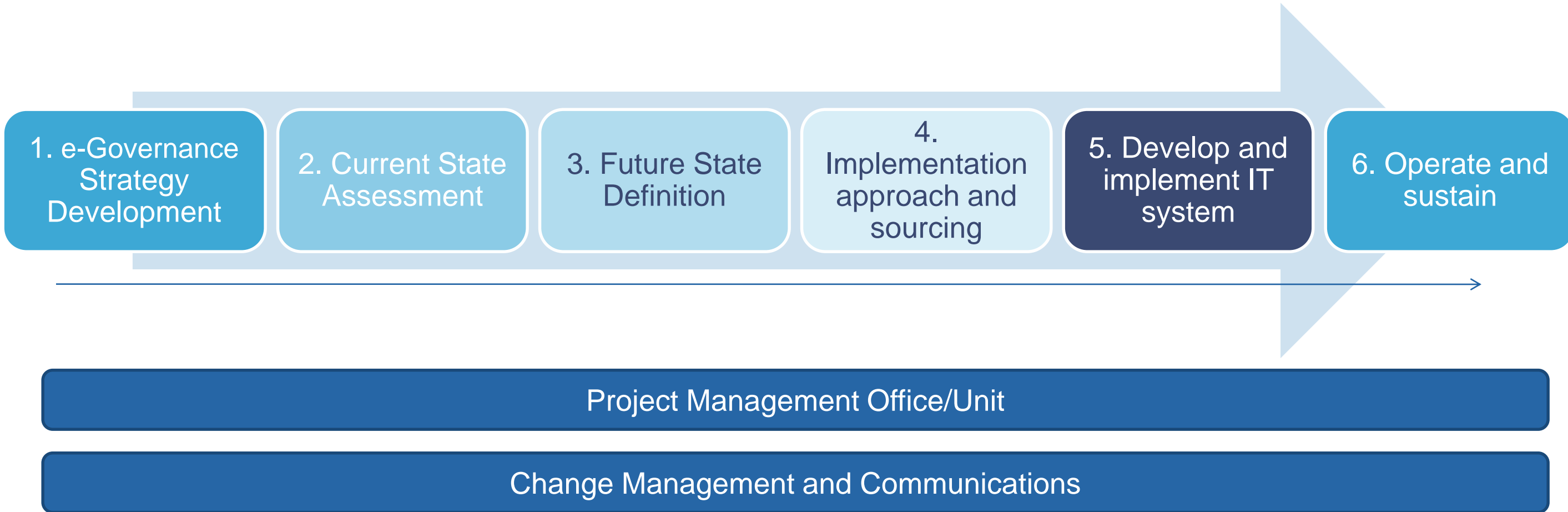
Need for a Holistic Approach

Why do we need a new approach...

- e-Governance projects are complex projects
- Software procurement is a new area for government
- Terms like Enterprise Architecture, SOA, Digital Rights Management, etc. are not clearly understood
- Procurement norms and criteria are different
- New business models are required
- New legal frameworks are required

Essential to
understand the e-
Governance Project
Lifecycle

e-Governance Project Lifecycle (eGLC)



e-Governance Project Lifecycle (eGLC)

e-Governance
Strategy
Development

Current State
Assessment

Future State
Definition

Implementation
approach and
sourcing

Develop and
implement T
system

Operate and
sustain

Needs Assessment

Define clear vision &
objectives

Prioritization of
services and projects

Incorporate domestic
and global learnings

Identify institutional
structures & capacities
for implementation

Define funding
requirements

Define monitoring and
evaluation approach...

Critical assessment of
current business
processes and pain
areas

Best practices in similar
environments

Assess legal
framework and current
limitations

Assess current ICT
systems and their
ability to support future
plans

Assessment of current
capacities at all levels
and their preparedness
for e-governance..

Process reengineering
and to –be process
definition

Identify IT enablement
opportunities and
requirements

Define changes to the
legal and regulatory
environment

Develop People
change and capacity
building plan

Develop project
awareness and
communication
requirements...

Define implementation
approach and phasing
plan (functional and
geographic)

Assess detailed
funding requirements
and business model

Develop vendor
evaluation and
selection criteria

Develop KPIs and
performance levels for
services and systems

Develop RFP

Bid evaluation and
vendor selection

Definition of detailed
functional and technical
requirements

System design and
development

Software quality
assurance, acceptance
testing and auditing

Training and capacity
building

Change management
and project
communications

Project documentation

Project go-live

System operations and
maintenance

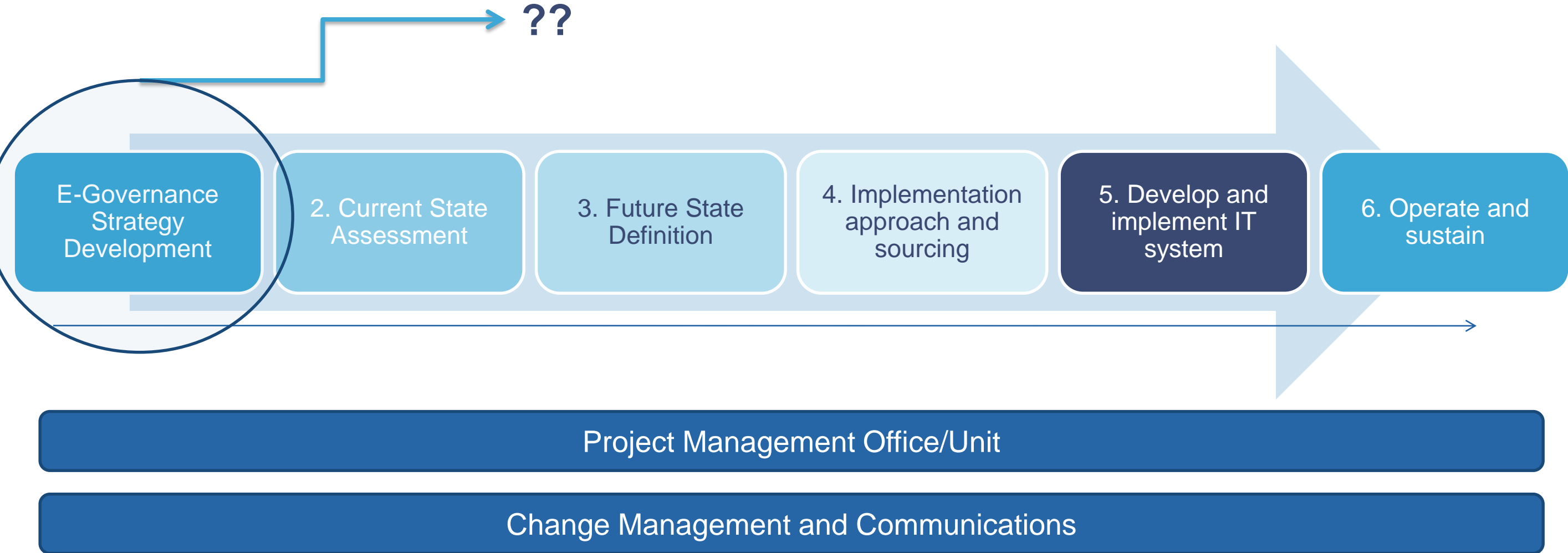
Software change
management

Rollout services and
systems (functionality
and geography)

Objectives and benefits
evaluation and
reinforcement

Sustained change,
capacity building and
communications..

e-Governance Project Lifecycle (eGLC)



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Phase 1: e-Governance Strategy Development

Key Activities

- Needs Assessment
- Define clear vision & objectives
- Prioritization of services and projects
- Incorporate domestic and global learnings
- Identify institutional structures & capacities for implementation
- Define funding requirements
- Define monitoring and evaluation approach...

e-Governance Project Lifecycle (eGLC)

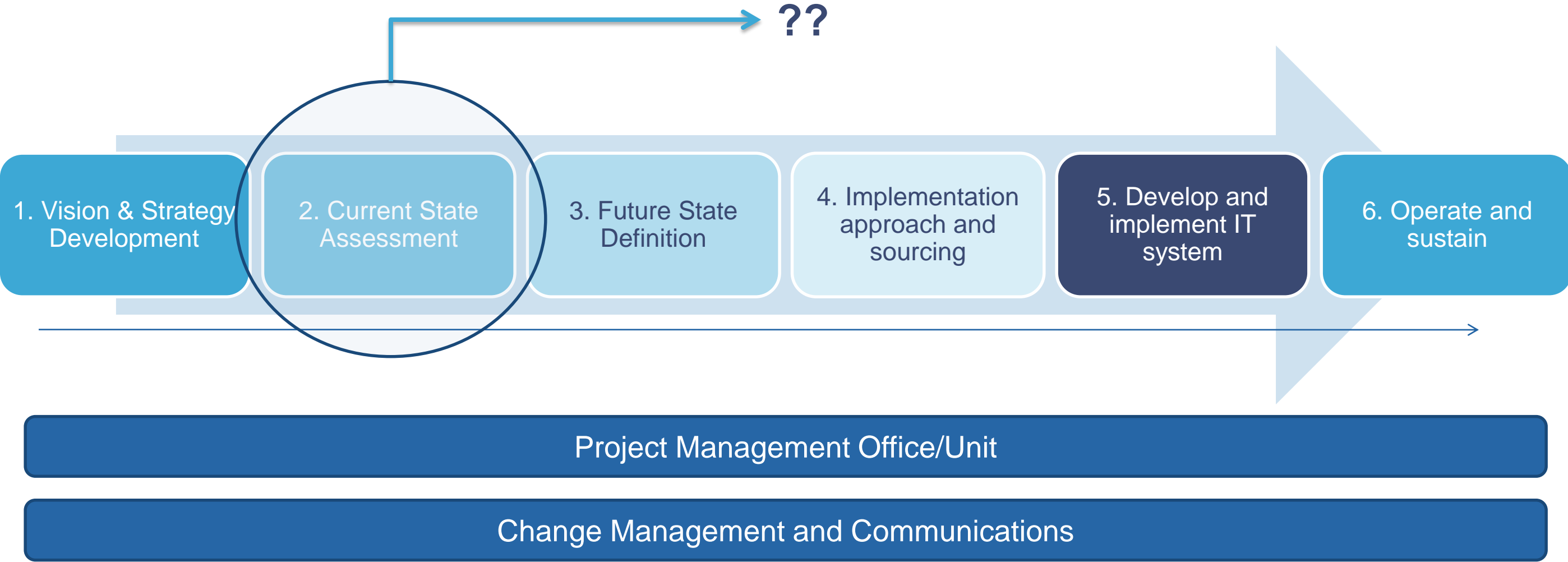
Phase 1: Vision & Strategy Development

e-Governance Strategy

e-Governance Strategy development typically includes:

- Assessment of department functions and services
- Services listing and prioritization based on vision and objectives
- Identification of projects for achieving the vision and objectives and prioritization of projects
- Definition of expected benefits, outputs and outcomes
- Definition of implementation roadmap and timelines
- Definition of institutional structures required, including roles and responsibilities for implementation of identified projects
- Assessment of funding requirements for implementation of strategy
- Risk assessment and mitigation measures definition...
- Monitoring & Evaluation framework

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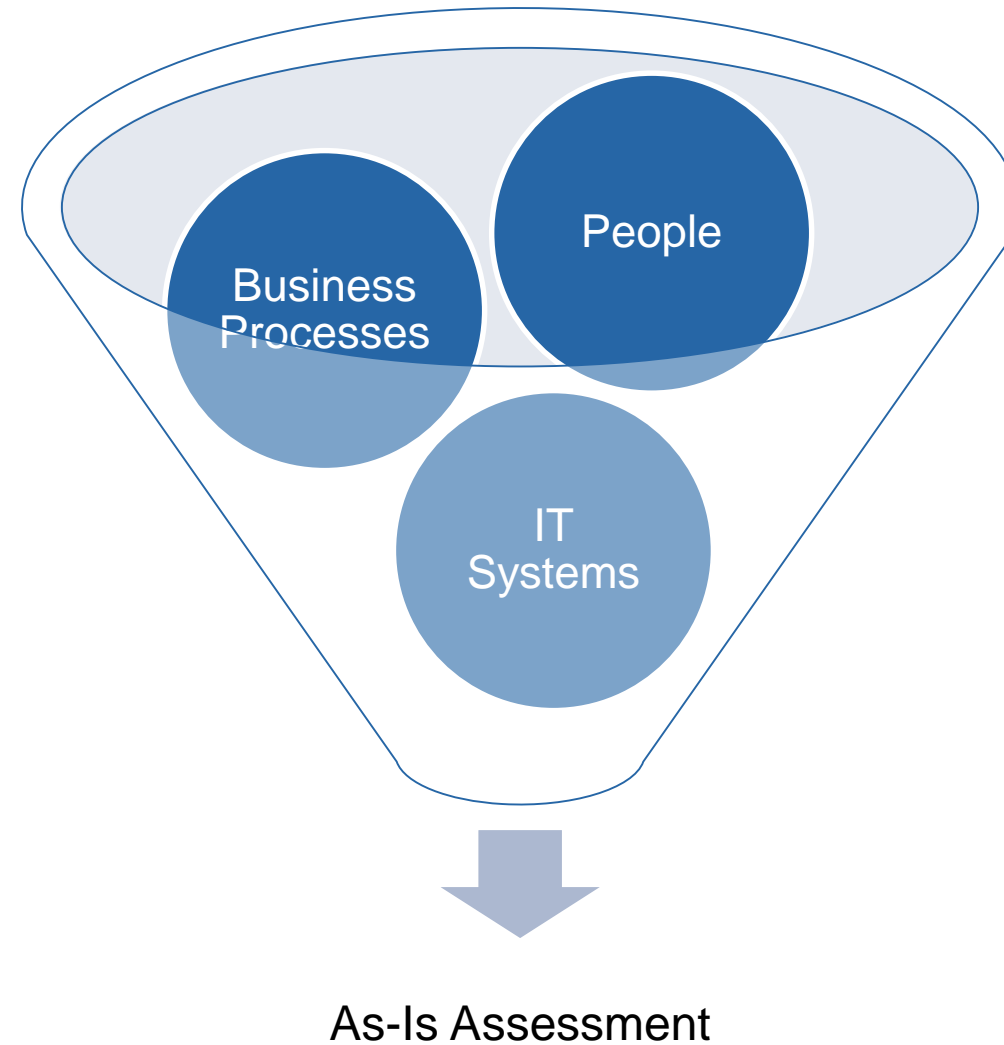
Phase 2: Current State Assessment

- To perform an in-depth assessment of business functions and services identified for coverage under e-Governance project to understand:
 - current approach for performing the business functions and service delivery
 - the key challenges and to identify improvement areas
 - stakeholder needs and expectations
 - good practices and learnings from similar implementations in similar domains
 - current systems (IT) implemented in the department, coverage and gaps
 - organization structures and people capacities etc

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Phase 2: Current State (As-Is) Assessment

As-Is Assessment is carried out along the following dimensions:



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Phase 2: Current State Assessment

Key Outputs/Deliverables

As-Is Processes

- Process maps
- Pain points
- Initial improvement areas
- Stakeholder needs

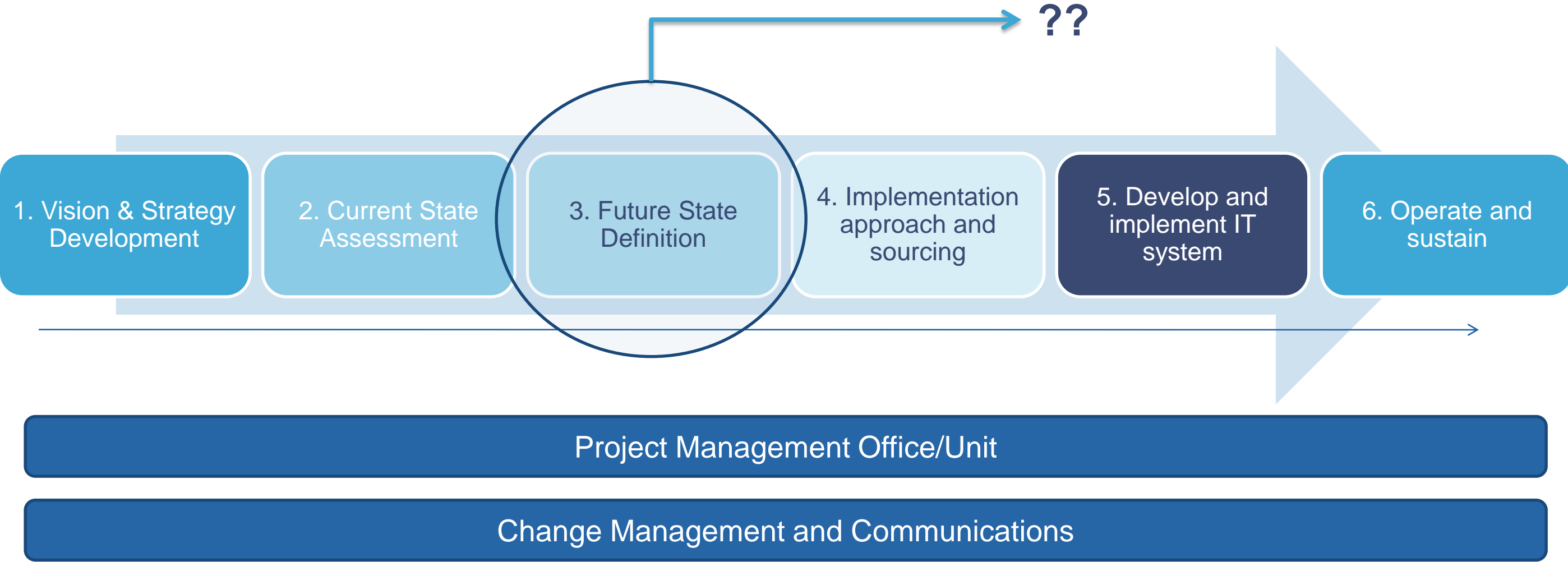
As-Is IT Environment

- IT Systems
- Scope and functionality
- Strengths and gaps
- IT Infrastructure (network, security, data center)..

As-Is People Environment

- Organizational structures
- Roles and responsibilities
 - Capacities and skill sets
 - Change barriers..

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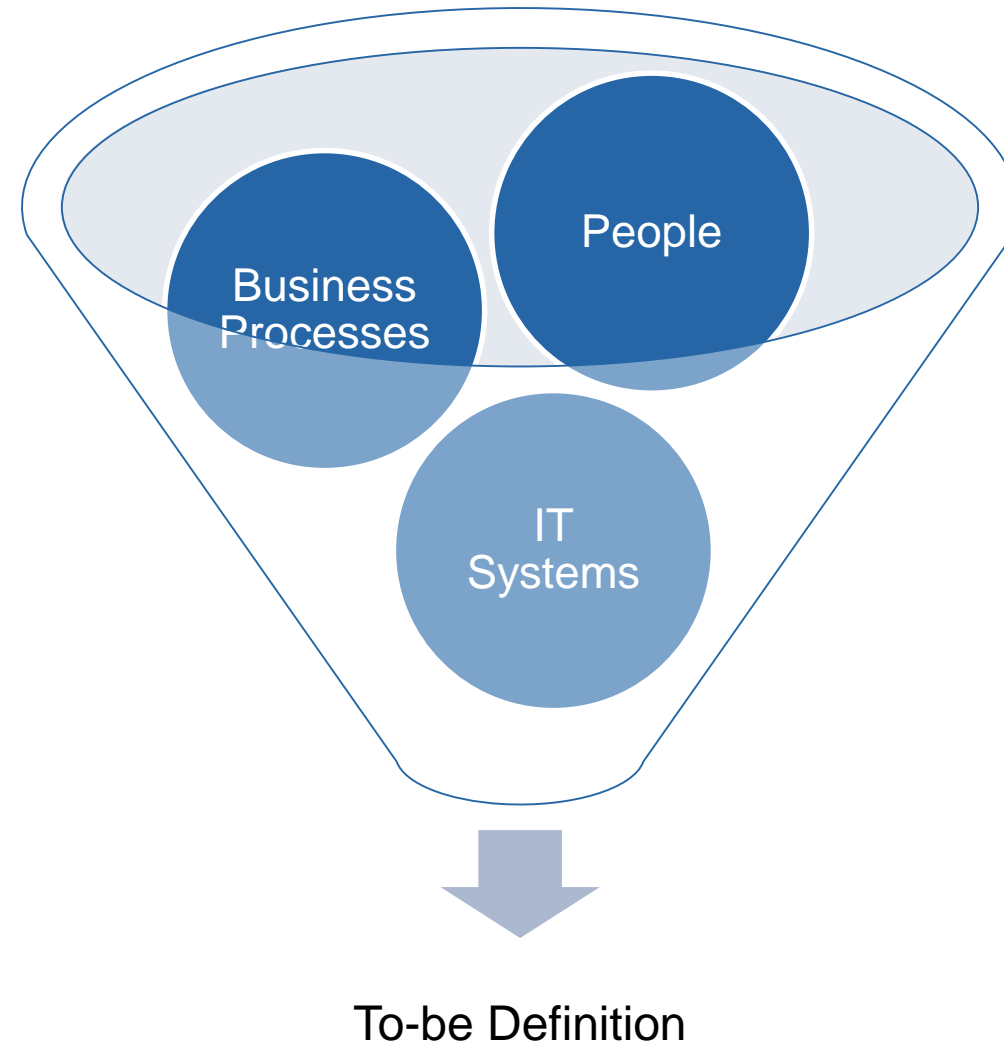
Phase 3: Define Future State (To-be definition)

- To define how the identified business functions and services shall be performed going forward
- To define the new business processes
- To define IT solutions and services for automation of new business processes
- To define people change management, capacity building and communication requirements for project implementation

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Phase 3: Define Future State (To-be definition)

To-be definition is performed along the following dimensions:



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Phase 3: Define Future State (To-be definition)

Key Outputs/Deliverables

To-be Processes

- To-be business processes
- New process KPIs/metrics
- Changes to the legal and policy environment

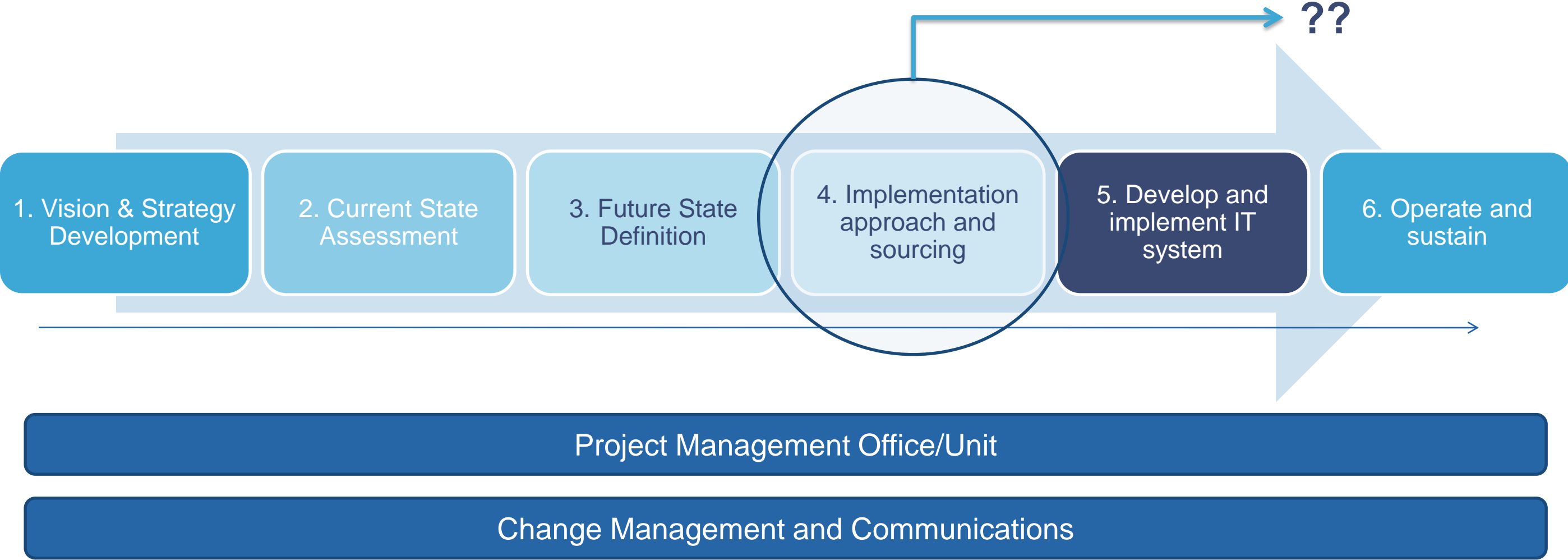
To-be IT Environment

- Functional Architecture and Requirements specifications
- Enterprise Architecture covering Application, data, network, security, data center architecture
- Data digitization and migration strategy
- SLAs

To-be People Environment

- Institutional structures needed for project implementation
- Training and Capacity building plan
- Change Management Plan
- Communications Management Plan

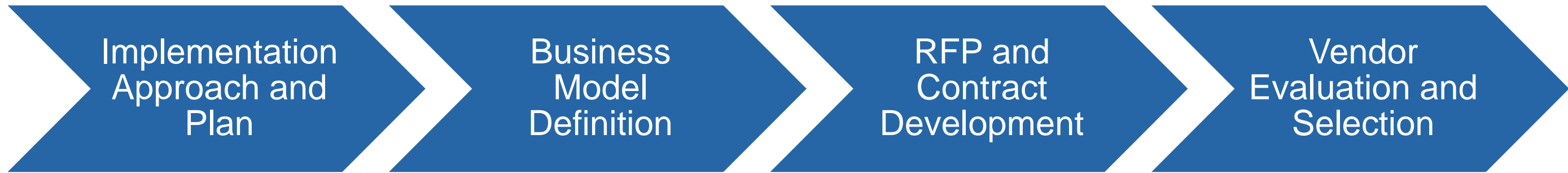
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Phase 4: Implementation approach and sourcing

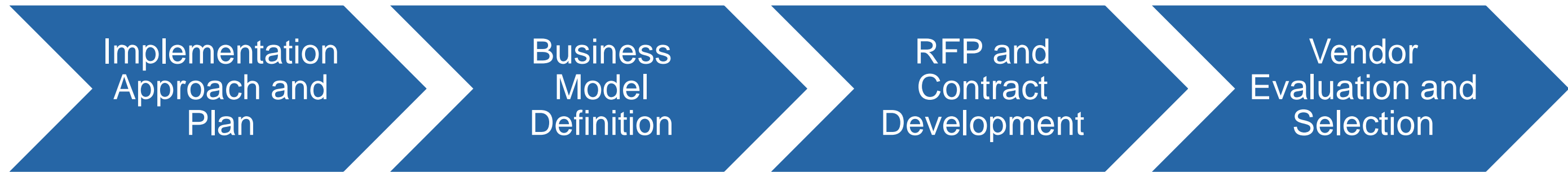
Key Activities



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Phase 4: Implementation approach and sourcing

Key Outputs/Deliverables



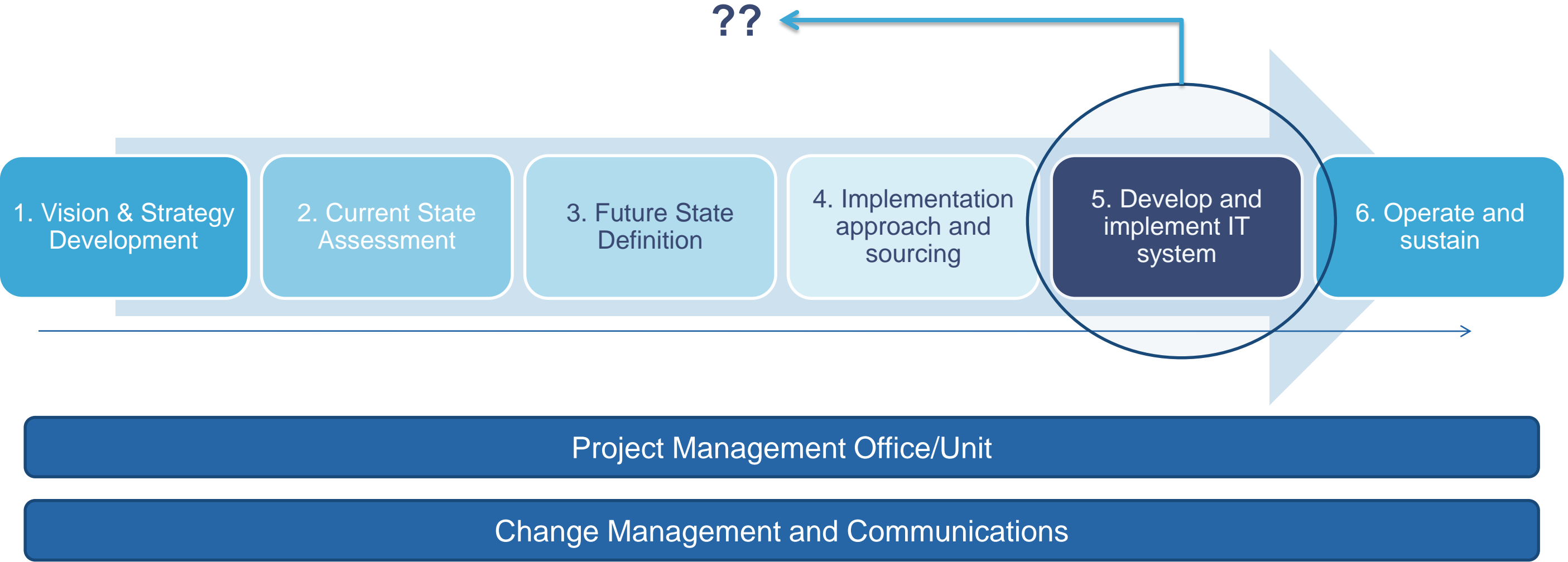
- Implementation Approach and Plan
- Implementation timelines
- Identification of key stakeholders and their roles and responsibilities
- Monitoring and Evaluation (M & E) Plan

- Project investments and costs
- Business/implementation model
- Payment terms
- SLAs

- Procurement approach
- Request for Proposals (RFP)
- Contract Documents/Agreements

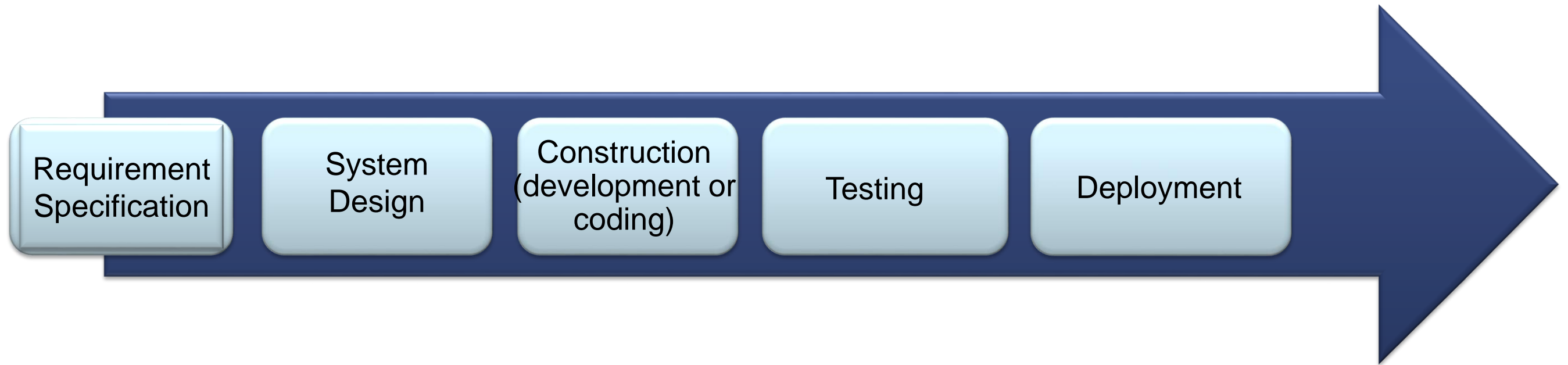
- Pre-bid minutes and clarifications
- Vendor evaluation reports
- Vendor (s) identification
- Signed contract documents

e-Governance Project Lifecycle (eGLC)

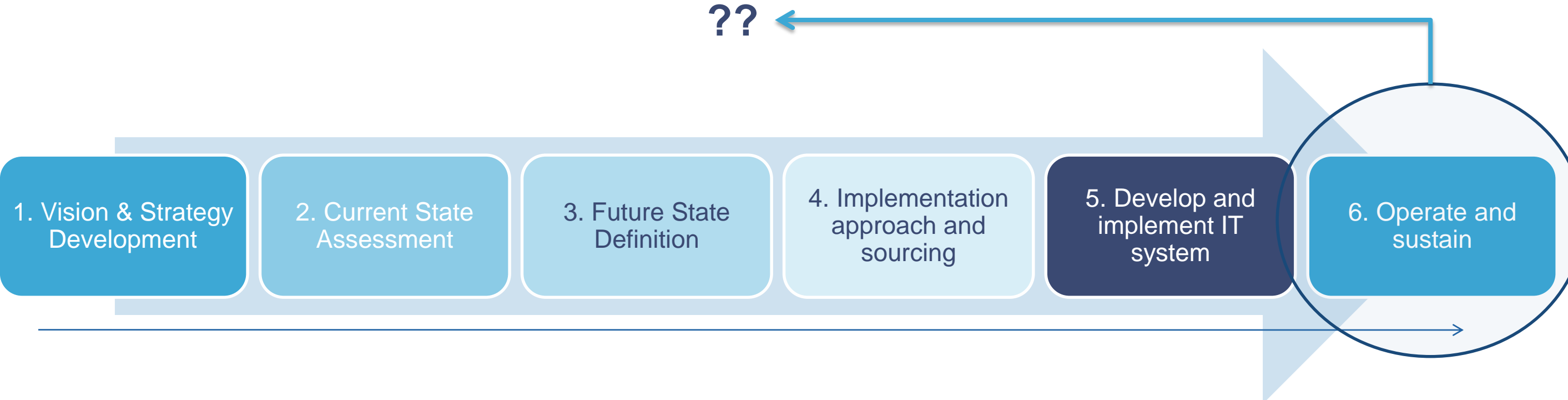


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Phase 5: Develop and Implement IT System



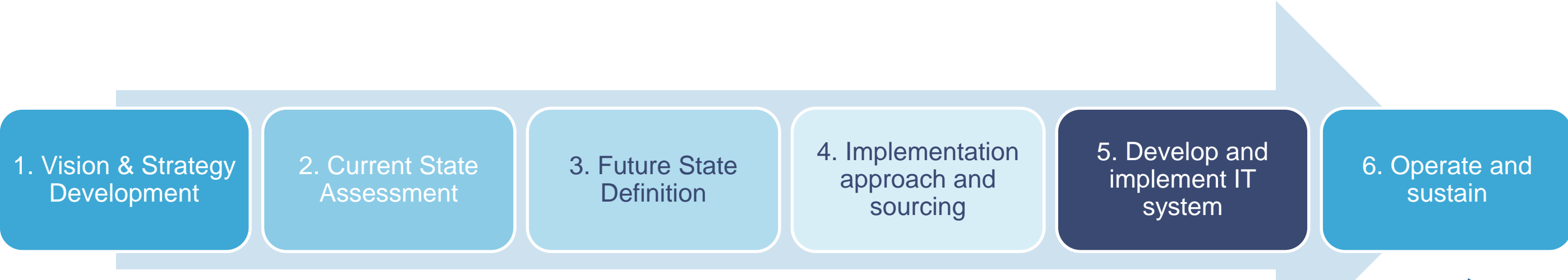
e-Governance Project Lifecycle (eGLC)



Project Management Office/Unit

Change Management and Communications

e-Governance Project Lifecycle (eGLC)



Project Management Office/Unit

Change Management and Communications

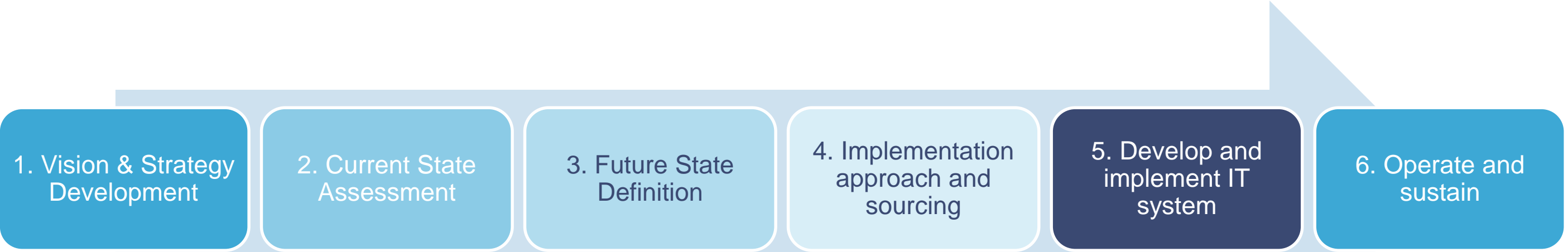
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e-Governance Project Lifecycle (eGLC)

Project Management Office/Unit

- Composition:
 - Consists of management and operations team from Government with experts/support staff from private sector entities
 - Reports to project leadership team for seeking necessary guidance and support
 - To be intact throughout the project lifecycle till successful stabilization of the systems and operations
 - Size of team, roles and responsibilities may vary from phase to phase
- Objectives
 - To provide direction and to manage the project through out the lifecycle
 - To ensure project development and implementation inline with the overall vision and objectives
 - To operationalise the project strategy inline with the defined timelines
 - To ensure application of learnings and best practices across initiatives/geographies/functions
 - Coordinate, monitor and track the project activities.....

e-Governance Project Lifecycle (eGLC)



Project Management Office/Unit

Change Management and Communications

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e-Governance Project Lifecycle (eGLC)

Change Management and Communications

- Generally is driven by Project Management Office/Unit
- Objective is to address and manage the 'people' related aspects in the project implementation including:
 - Managing the people change in terms of addressing the resistance
 - Managing people resistance to change
 - Communicating the project vision, objectives and benefits to all the stakeholders
 - To build skill sets and capacities across various levels in the organization to adopt new processes and systems